City of Ukiah, California
Police Department

Safety
Professionalism
Community Service

2017 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.

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.

CHRIS DEWEY, Police Chief
STRATEGIC PLAN MILESTONES

These documents can be found at www.ukiahpolice.com
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
City of Ukiah, California

Police Department

Statistical Information

Safety • Professionalism • Community Service
# DEPARTMENT STAFFING

## STAFFING HISTORY—POLICE

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<td>Lieutenants</td>
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# Uniformed Crime Reporting

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## INDEX CRIME COMMITTED AND SOLVED

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<td>428</td>
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<td>Cleared</td>
<td>58%</td>
<td>52%</td>
<td>50%</td>
<td>55%</td>
<td>53%</td>
<td>67%</td>
<td>41%</td>
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<td>13%</td>
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<td>12%</td>
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<td>1,355</td>
<td>1,398</td>
<td>1,362</td>
<td>1,192</td>
<td>1,183</td>
<td>1,131</td>
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<td>660</td>
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<td>30,210</td>
<td>26,324</td>
<td>25,883</td>
<td>24,821</td>
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| CALLS FOR SERVICE AVERAGE PER DAY | 77 | 78 | 78 | 83 | 72 | 71 | 68 | 87 | 88 | 81 | 73 |

City of Ukiah, California
Police Department
Performance Report | 2017
Statistical Information
STATISTICAL DATA

ARREST DEMOGRAPHICS

- 242 County Residents (16%)
- 121 Out of County (8%)
- 515 City Residents (35%)
- 615 Transients (41%)

MENTAL HEALTH DETentions

- 38 City Residents (52%)
- 10 County Residents (14%)
- 25 Transients (34%)

ARREST DISPOSITION

- 226 Cited and Released (15%)
- 1,267 Booked at Jail (85%)

CRIME BREAKDOWN

- 444 Felony (30%)
- 961 Misdemeanor (64%)
- 88 DUI (6%)
STATISTICAL DATA

PROBATION STATISTICS

PROBATION VS. NON-PROBATION ARRESTS

- On Probation: 53%
- No Probation: 47%

PROBATION CONTACTS BREAKDOWN
1,186 TOTAL (COMPARED TO 887 IN 2016)

- 156 Formal
- 145 DMV
- 67 PRCS
- 13 Mandatory Sup.
- 79 Parole
- 109 Contacts Unrelated to Case
- 606 Summary
## TRAFFIC ENFORCEMENT, AND TRAFFIC ACCIDENTS

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<tbody>
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<td>CITATIONS</td>
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<td>Moving Citations</td>
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<td>720</td>
<td>664</td>
<td>693</td>
<td>358</td>
<td>545</td>
<td>478</td>
<td>545</td>
<td>442</td>
<td>446</td>
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<td>Speeding Citations</td>
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<td>118</td>
<td>232</td>
<td>162</td>
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<td>83</td>
<td>207</td>
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<td>374</td>
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<td>Non-Moving Citations</td>
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<td>120</td>
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<td>139</td>
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<td>ACCIDENTS</td>
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<td>86</td>
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<td>63</td>
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<td>168</td>
<td>141</td>
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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
• 4 officers, 2 dispatchers

FOCUSED ENFORCEMENT
• Shopping centers, preventative work, illegal cultivation, code enforcement, 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.
  - Homeless services
  - Shopping carts
  - Marijuana dispensary
  - Code enforcement

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
CALL VOLUME AND AVAILABLE WORKFORCE
• Calls for service:
  - 2017 averaged 73 each day
  - 2016 averaged 81 each day

INTERNAL RESOURCES
• Days: 2 officers, 1 CSO, 1 Supervisor
  Down from 3 in 2016 due to limited available staffing
• Nights: 2 Officers, 1 Supervisor

JAIL SPACE AND BOOKING POLICIES
• Citing-out misdemeanors and citing-out warrants, result in repeat problems.

RE-CATEGORIZE CRIMES
• Lower penalties for drugs, thefts, prior crimes and assaults

GOAL 1: REDUCE CRIME AND THE FEAR OF CRIME

CHALLENGES WE FACE
What’s limiting our success

GOAL 1: REDUCE CRIME & FEAR OF CRIME

City of UKIAH, CALIFORNIA
POLICE DEPARTMENT

SAFETY
PROFESSIONALISM
COMMUNITY SERVICE

PERFORMANCE REPORT | 2017
GOAL 2 – IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS
GOAL 2: IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS

PROGRESS WE HAVE MADE

SRO ACTIVITY
Number of cases assigned: 92
K9 school searches (drugs) 30

TRUANCY ACTIVITY

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<th>School</th>
<th>Cases</th>
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<td>Yokayo</td>
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<td>Eagle Peak</td>
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<td>Nokomis</td>
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<tr>
<td>Grace Hudson</td>
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<td>South Valley</td>
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<td>Frank Zeek</td>
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<tr>
<td>New Beginnings</td>
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<td>Oak Manor</td>
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CRIME PREVENTION ACTIVITY

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<td>Follow-up visits</td>
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<td>Crime Prevention training</td>
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<tr>
<td>and presentations</td>
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<tr>
<td>Crime Prevention brochures</td>
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<tr>
<td>Boys and Girls Club</td>
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<tr>
<td>Volunteer hours</td>
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<td>Crosswalk duty</td>
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GOAL 2: IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS

SPECIAL ENFORCEMENT TEAM ACTIVITY

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<td>Cases closed:</td>
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<td>Abandoned vehicle/expired registration tows:</td>
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<td>Marijuana investigations:</td>
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<td>Marijuana plants eradicated:</td>
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<td>Tons of debris removed:</td>
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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
• County-wide efforts to address homelessness
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
GOAL 2: IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS

TRANSIENT ACTIVITY 2017

- MENTAL HEALTH: 36
- CAMPING & PANHANDLING CITATION/WARNING: 253
- ARRESTS: 775
- TRANSIENT RELATED CALLS FOR SERVICE: 2,143

Total Annual: 26,466
Average Transient Calls Per Month: 267
Average Transient Calls Per Day: 9
Average Number of Officers Per Call: 1.5
Average Amount of Time Assigned to Incidents: 36 min.

City of UKIAH, CALIFORNIA
POLICE DEPARTMENT

SAFETY
PROFESSIONALISM
COMMUNITY SERVICE

PERFORMANCE REPORT | 2017
GOAL 2: IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS
GOAL 3 – ENHANCE COMMUNITY AND POLICE PARTNERSHIPS
GOAL 3: ENHANCE COMMUNITY AND POLICE PARTNERSHIPS
GOAL 3: ENHANCE COMMUNITY AND POLICE PARTNERSHIPS

2017 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 Cubs
Stranger Danger Training
Tapestry Family Services
Ukiah Community Center
Ukiah Main Street
Ukiah Reads
Ukiah Valley Medical Center Advisory Board
Youth Projects
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.
# GOAL 4: DEVELOP PERSONNEL – Our Investment

## POST PERISHABLE SKILLS (Mandated by Law)

<table>
<thead>
<tr>
<th>Skill Description</th>
<th>Calendar Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Vehicle Operations (8 hrs/2 yrs)</td>
<td></td>
<td>136 hrs</td>
<td>244 hrs</td>
<td>0 hrs</td>
<td></td>
</tr>
<tr>
<td>Firearms Use of Force (8 hrs/2 yrs)</td>
<td></td>
<td>192 hrs</td>
<td>136 hrs</td>
<td>135 hrs</td>
<td>300 hrs</td>
</tr>
<tr>
<td>Arrest and Control (8 hrs/2 yrs)</td>
<td></td>
<td>88 hrs</td>
<td>244 hrs</td>
<td>240 hrs</td>
<td>208 hrs</td>
</tr>
<tr>
<td>Crisis Communication Skills (4 hrs/2 yrs)</td>
<td></td>
<td>34 hrs</td>
<td>104 hrs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## POST MANDATED TRAINING

<table>
<thead>
<tr>
<th>Training Description</th>
<th>Calendar Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPR / 1st Aid (8 hrs/2 yrs)</td>
<td></td>
<td>136 hrs</td>
<td>244 hrs</td>
<td>0 hrs</td>
<td></td>
</tr>
<tr>
<td>Domestic Violence (4 hrs/2 yrs)</td>
<td></td>
<td>192 hrs</td>
<td>136 hrs</td>
<td>135 hrs</td>
<td>0 hrs</td>
</tr>
<tr>
<td>Racial Profiling (4 hrs/5 yrs)</td>
<td></td>
<td>88 hrs</td>
<td>244 hrs</td>
<td>240 hrs</td>
<td>0 hrs</td>
</tr>
</tbody>
</table>

## UPD CORE SKILL REQUIREMENTS

<table>
<thead>
<tr>
<th>Skill Description</th>
<th>Calendar Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drug Recognition (16 hrs)</td>
<td></td>
<td>40 hrs</td>
<td>96 hrs</td>
<td>40 hrs</td>
<td>48 hrs</td>
</tr>
<tr>
<td>Traffic Collision Investigation (40 hrs)</td>
<td></td>
<td>120 hrs</td>
<td>240 hrs</td>
<td>80 hrs</td>
<td>200 hrs</td>
</tr>
<tr>
<td>Interview Skills (40 hrs)</td>
<td></td>
<td>40 hrs</td>
<td>80 hrs</td>
<td>84 hrs</td>
<td></td>
</tr>
<tr>
<td>Drunk and Drugged Driving Investigation (16 hrs)</td>
<td></td>
<td>16 hrs</td>
<td>256 hrs</td>
<td>32 hrs</td>
<td></td>
</tr>
<tr>
<td>Firearms Rifle Course (16 hrs)</td>
<td></td>
<td>416 hrs</td>
<td>64 hrs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emotional Survival</td>
<td></td>
<td>136 hrs</td>
<td>240 hrs</td>
<td>184 hrs</td>
<td></td>
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</tbody>
</table>
GOAL 4: DEVELOP PERSONNEL – Our Investment

RECRUITMENT AND RETENTION CHALLENGES

CONCERNS
Lack of qualified officer applicants
• Out of a pool of 50:
  - 17 failed to show up
  - 4 failed the written exam
  - 13 failed the interview
  - 9 failed the background check
  - 4 were hired
• 5 officers left the department

FACTORS
Available housing, workload, overtime, job stress

OPPORTUNITIES
Continuous hiring
Over-hiring strategies
CSO to officer development
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

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th></th>
<th></th>
<th>2014</th>
<th></th>
<th></th>
<th>2015</th>
<th></th>
<th></th>
<th>2016</th>
<th></th>
<th></th>
<th>2017</th>
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<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Reported</td>
<td>Unfounded</td>
<td>Sustained</td>
<td>Reported</td>
<td>Unfounded</td>
<td>Sustained</td>
<td>Reported</td>
<td>Unfounded</td>
<td>Sustained</td>
<td>Reported</td>
<td>Unfounded</td>
<td>Sustained</td>
<td>Reported</td>
<td>Unfounded</td>
<td>Sustained</td>
</tr>
<tr>
<td>Non-Criminal</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>6</td>
<td>6</td>
<td>0</td>
<td>4</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Criminal - Felony</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Criminal- Misdemeanor</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### Response Time Chart

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority 1 - In-Progress Crimes Against Persons</td>
<td>8:39</td>
<td>5:37</td>
<td>5:42</td>
<td>5:42</td>
<td>5:07</td>
</tr>
<tr>
<td>Priority 3 - Quality of Life Complaints / Traffic / Transient Issues</td>
<td>19:36</td>
<td>20:18</td>
<td>18:47</td>
<td>18:47</td>
<td>16:05</td>
</tr>
<tr>
<td>Average Calls per Day</td>
<td>68</td>
<td>87</td>
<td>88</td>
<td>88</td>
<td>73</td>
</tr>
<tr>
<td>Annual Calls for Police Services</td>
<td>24,821</td>
<td>31,656</td>
<td>32,010</td>
<td>32,010</td>
<td>26,466</td>
</tr>
</tbody>
</table>
GOAL 5: CONTINUED ACCOUNTABILITY

2017 TOTAL ARRESTS AND 148 PC/69 PC ARRESTS
- 1,493 Annual Arrests
- 94%
- 6%
- 102 148 PC and 69 PC Charges

2017 PERCENTAGE OF TASER USE ON 148 PC/69 PC ARRESTS
- 94%
- 6%
- 102 148 PC and 69 PC Charges
- 6 Taser Incidents

2010-2017 TOTAL ARRESTS 148 PC/69 PC CHARGES AND TASER DEPLOYMENT
- 13,629 Total Annual Arrests
- 94%
- 6%
- 840 Total 148 PC and 69 PC Charges
- 51 Total Taser Incidents

TASER USE - 5 YEAR TREND
<table>
<thead>
<tr>
<th>YEAR</th>
<th>TOTAL ANNUAL ARRESTS</th>
<th>TOTAL 148 PC/69 PC CHARGES</th>
<th>TASER INCIDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1,875</td>
<td>98</td>
<td>3</td>
</tr>
<tr>
<td>2014</td>
<td>1,948</td>
<td>165</td>
<td>11</td>
</tr>
<tr>
<td>2015</td>
<td>1,890</td>
<td>141</td>
<td>8</td>
</tr>
<tr>
<td>2016</td>
<td>1,627</td>
<td>112</td>
<td>7</td>
</tr>
<tr>
<td>2017</td>
<td>1,493</td>
<td>102</td>
<td>6</td>
</tr>
<tr>
<td>TOTALS</td>
<td>8,833</td>
<td>618</td>
<td>35</td>
</tr>
</tbody>
</table>
**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
- Crime analyst, North Coast Association

**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
- Blue Courage (May)

COMPLETE BODY CAMERA PROJECT

PREPARE STAFF FOR PROMOTIONAL OPPORTUNITIES

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
WORK PLAN REPORT: 2017 ACHIEVEMENTS

FOCUS AREAS

**GOAL 1**
Reduce Crime and the Fear of Crime
- Patrol Staff
  - Calls for service
  - Targeted enforcement
  - Transient issues
  - Gangs and drugs

**GOAL 2**
Improve Quality of Life in Our Neighborhoods
- Special Enforcement Team
  - Clean-up and safety violations
  - Address quality of life complaints

**GOAL 3**
Enhance Community and Police Partnerships
- Community Engagement
  - Demands for police service vs. available proactive policing time

**GOAL 4**
Develop Personnel
- UPD Core Skill Development
  - Drugs
  - Traffic accidents
  - Interview skills
  - Use of force

**GOAL 5**
Continued Accountability
- Transparency Expectations
  - Crime analyst
  - New reporting standards

WORK IN PROGRESS

**GOAL 1**
Develop New Staff
- Prevention Activities
- Prioritization of Limited Resources
- Continue:
  - Code enforcement
  - Quality of life complaints
  - Business support
  - Crime prevention

**GOAL 3**
Community Partnerships
- Gang resistance/education
- Homeless services
- Street medicine
- Drugs & alcohol
- After school service organizations

**GOAL 4**
Ongoing Mandated Training
- Driving
- Use of force
- Crisis communication
- Domestic violence

**GOAL 5**
Continuing Officer Development
- Core values culture
- Leadership development
- Use of force review

RESULTS

- 9% Reduction in violent crime
- 20% Reduction in property crime
- 15% Overall Reduction
- 11% Reduction in calls for police services
- Temporary vs. Long-term Problem Solving
- 26,466 Calls for service
- 0 Sustained complaints
- Recognizing changing demands of officer performance.
WORK PLAN REPORT: 2018 GOALS

GOAL 1
Reduce Crime and the Fear of Crime
- Higher-than-average violent crime
- Traffic accident & pedestrian safety
- High workload/calls for service

GOAL 2
Improve Quality of Life in Our Neighborhoods
- Homeless & transient services
- Code enforcement
- AB109 prison population
- Prop 47 realignment
- Lack of jail space

GOAL 3
Enhance Community and Police Partnerships
- Community partnerships
- Community expectations

GOAL 4
Develop Personnel
- Young workforce
- Increased mandated training requirements

GOAL 5
Continued Accountability
- New mandates in record keeping and data collection

EXTERNAL FACTORS
- Gang enforcement
- Transient strategies
- Traffic enforcement (when available)

OUR ACTIVITIES
- Blight reduction
- Prioritization of calls
- Focused enforcement

MEASUREMENTS OF SUCCESS
- Work to reduce violent crime
- Work to reduce vehicle and pedestrian accidents

- Work to reduce transient impacts
- Work to reduce property and drug crimes

- Problem-solving partnerships and community trust

- Maintain low complaint ratio
- Monitor use of force

- Community trust and expectations
- Racial and Identity Profiling Act
- Use of force
- SB54 immigration laws
- AB109/Prop 47
**BUDGET: FISCAL YEAR 2018-19**

**FY 2017-18**
- Replace patrol cars (General Fund)
- Body camera update
- Tasers
- Part-time CSO to officer – dispatcher recruitment and development program (in the works)

**FY 2018-19 BUDGET**
- Recruit and add officer through Ford Street grant
- Finish body camera and taser replacement
- Replace patrol cars
- New financial analyst to replace fire and police secretary

**LONG TERM**
- Add additional sworn officer to concentrate on traffic enforcement
- Enhance street team capabilities and staffing
- Continue to find ways to recruit and retain personnel