

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.

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

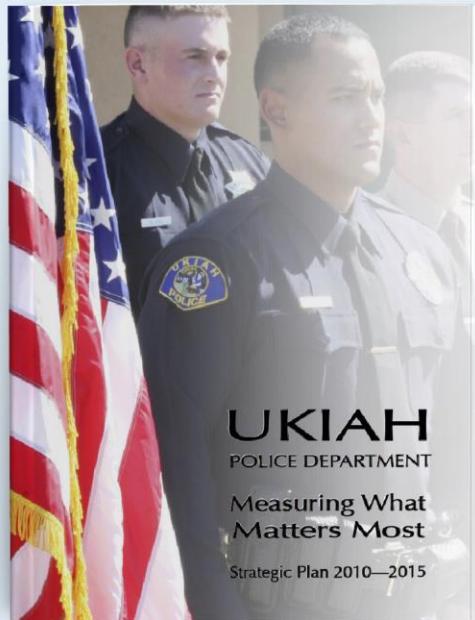


CHRIS DEWEY, Police Chief

A handwritten signature in black ink, appearing to read "C. Dewey".

STRATEGIC PLAN MILESTONES

These documents can be found at www.ukiahpolice.com





FUNCTIONAL ORGANIZATION



City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

STATISTICAL INFORMATION



SAFETY • PROFESSIONALISM • COMMUNITY SERVICE

DEPARTMENT STAFFING

STAFFING HISTORY–POLICE

	Start of Measure P	2014-15	2015-16	2016-17	2017-18	2018-19
SWORN OFFICERS						
Chief	1	1	1	1	1	
Captains	2	1	1	1	1	
Lieutenants		2	2	2	2	
Sergeant	6	6	6	6	6	
Officers	19	18	18	20	1	
Measure S Officers	4	4	4	4		
Traffic Officer	0	0	0	0		
SWORN OFFICERS AUTHORIZED	32	32	32	34	35	
SUPPORT						
Records Clerks	2	2	2	2		
(Fire) Administrative Secretary	0.85	0.85	0.85	1		
CSO (Animal & Parking)	5.5	5.5	5.5	4.75	1	
Crime Analyst				1		
Parking and Animal Control	0	0	0	0		
UPD Dispatch	5.5	6	6	6		
SUPPORT TOTALS	13.85	14.35	14.35	14.75	15.75	
FUNDED BY FBPD DISPATCH CONTRACT - JUNE 2014 TO JUNE 2019	3	3	3	3	3	

UNIFORMED CRIME REPORTING

FBI INDEX CRIME CATEGORIES		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
VIOLENT CRIME												
Homicide	1	1	0	0	0	0	0	0	1	0	0	0
Rape	14	17	5	13	4	6	8	8	18	15	14	
Robbery	20	16	16	10	18	15	15	21	20	29	20	
Assault	235	430	319	248	250	239	287	318	298	294	276	
VIOLENT CRIME TOTALS	270	464	340	271	272	260	310	347	337	338	310	
PROPERTY CRIME												
Burglary	176	213	151	156	154	172	190	194	150	107	59	
Theft	269	237	270	291	250	279	347	328	331	284	234	
Vehicle Theft	45	30	26	19	23	32	27	30	39	40	42	
Arson	1	2	5	3	1	0	0	0	0	0	11	
PROPERTY CRIME TOTALS	491	482	452	469	428	483	564	552	520	431	346	
TOTAL FBI INDEX CRIMES	761	946	792	740	700	743	874	899	857	769	656	

INDEX CRIME COMMITTED AND SOLVED

VIOLENT CRIMES	2010	2011	2012	2013	2014	2015	2016	2017
Committed	271	272	260	310	347	337	338	310
Cleared	87%	89%	89%	84%	83%	84%	77%	77%
State Average	43%	44%	44%	45%	47%	46%	45%	

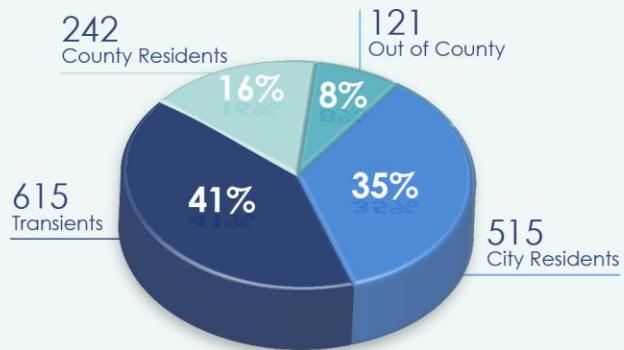
PROPERTY CRIMES	2010	2011	2012	2013	2014	2015	2016	2017
Committed	469	428	483	564	552	520	433	346
Cleared	58%	52%	50%	55%	53%	67%	41%	53%
State Average	14%	13%	13%	13%	14%	13%	12%	

ARRESTS, REPORTS, AND CALLS FOR SERVICE

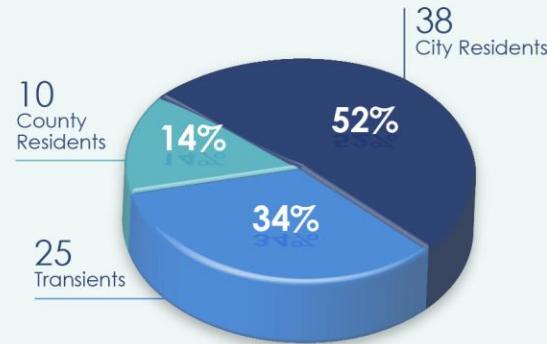
STATISTICAL INFORMATION		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Misdemeanor Arrests		1,797	1,522	1,355	1,398	1,362	1,192	1,183	1,313	1,269	1,092	961
Felony Arrests		658	791	624	660	621	560	557	563	508	420	444
DUI		411	271	232	165	190	141	135	72	113	115	88
TOTAL ARRESTS		2,866	2,584	2,211	2,223	2,173	1,893	1,875	1,948	1,890	1,627	1,493
Crime Reports		4,475	4,412	4,190	3,658	3,664	3,569	3,579	3,909	3,736	3,682	3,627
Calls for Police Services		27,937	28,646	28,453	30,210	26,324	25,883	24,821	31,656	32,010	29,477	26,466
CALLS FOR SERVICE AVERAGE PER DAY		77	78	78	83	72	71	68	87	88	81	73

STATISTICAL DATA

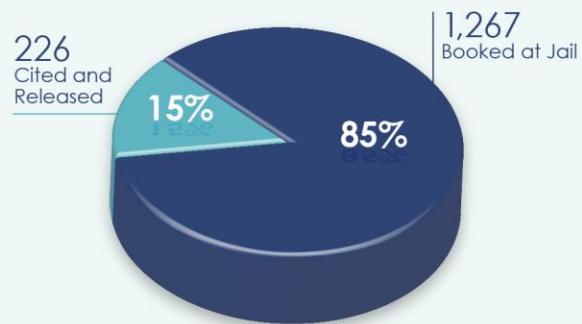
ARREST DEMOGRAPHICS



MENTAL HEALTH DETENTIONS



ARREST DISPOSITION



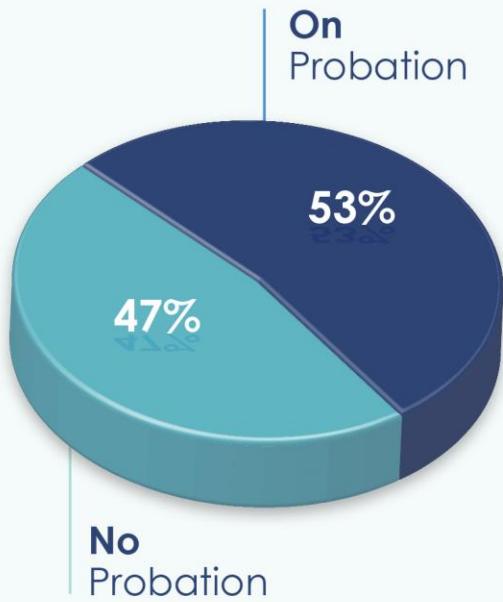
CRIME BREAKDOWN



STATISTICAL DATA

PROBATION STATISTICS

PROBATION VS. NON-PROBATION ARRESTS



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



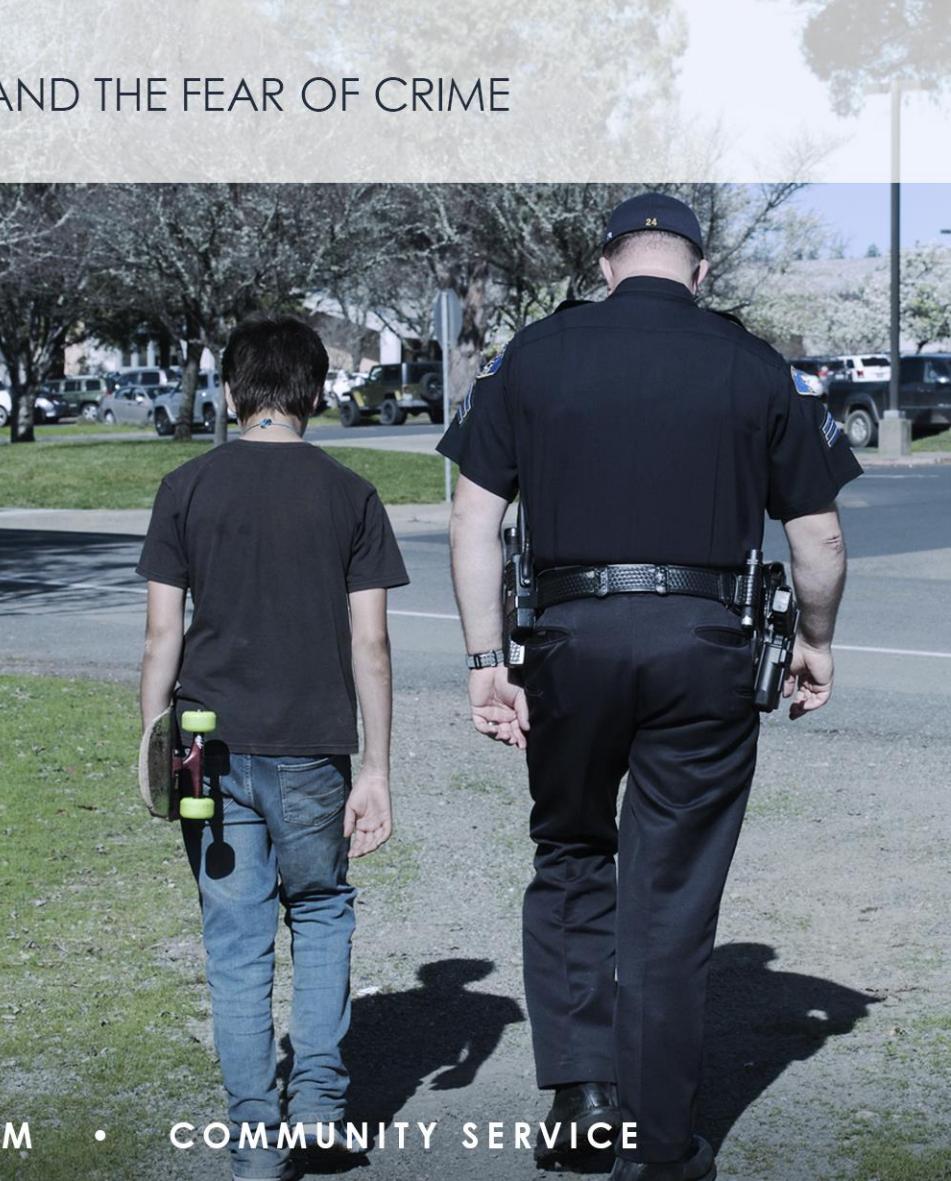
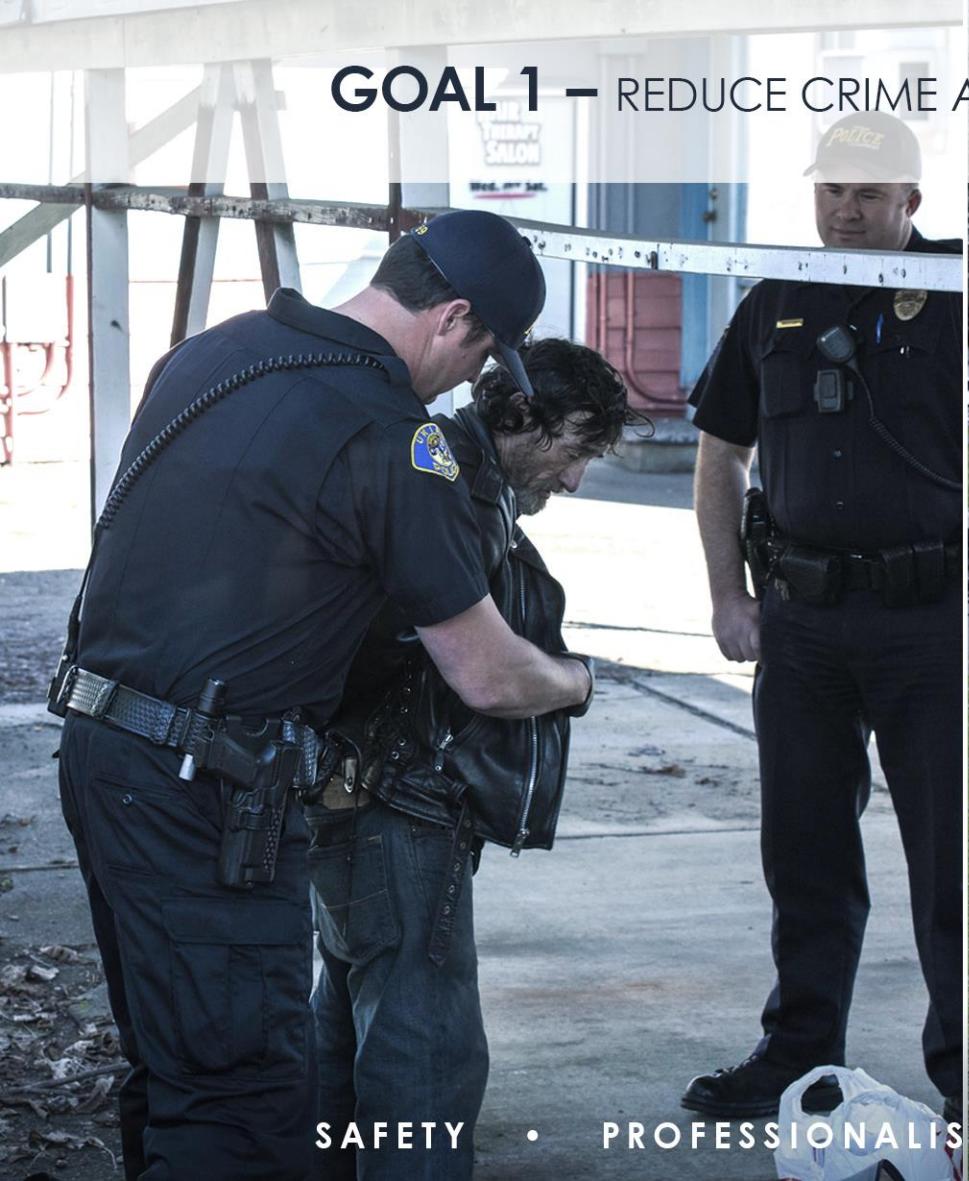
TRAFFIC ENFORCEMENT, AND TRAFFIC ACCIDENTS

TRAFFIC INFORMATION		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
CITATIONS												
Moving Citations	837	451	720	664	693	358	545	478	545	442	446	
Speeding Citations	256	118	232	162	39	83	207	120	374	342	314	
Non-Moving Citations	247	143	120	115	101	55	139	220	278	368	359	
TOTAL CITATIONS	1,340	712	1,072	941	833	496	891	818	1,197	1,152	1,119	
ACCIDENTS												
Property Damage	139	102	108	86	89	63	90	168	141	145	121	
Injury	62	41	44	39	31	47	29	37	29	31	31	
Fatal	0	0	1	0	0	1	0	2	0	0	0	
TOTAL ACCIDENTS	201	143	153	125	120	111	119	207	170	176	152	

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

GOAL 1 – REDUCE CRIME AND THE FEAR OF CRIME



SAFETY

•

PROFESSIONALISM

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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

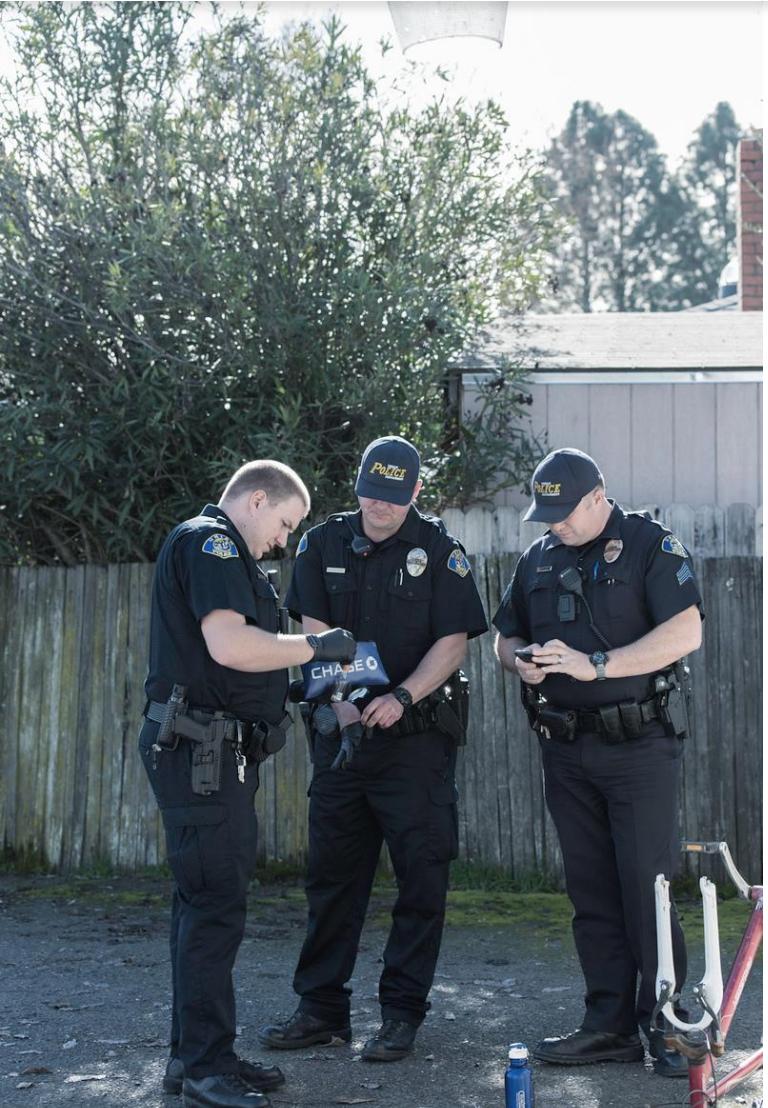
RESEARCH AND ESTABLISH INTERNAL REVIEW PROCESS

- Crime statistical review to best utilize work force

INCREASE PARTNERSHIPS WITH CITY DEPARTMENTS

- Clean-ups, parades, community events

GOAL 1: REDUCE CRIME AND THE FEAR OF CRIME



CHALLENGES WE FACE

What's limiting our success

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

City of UKIAH, CALIFORNIA

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GOAL 2 – IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS



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GOAL 2: IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS

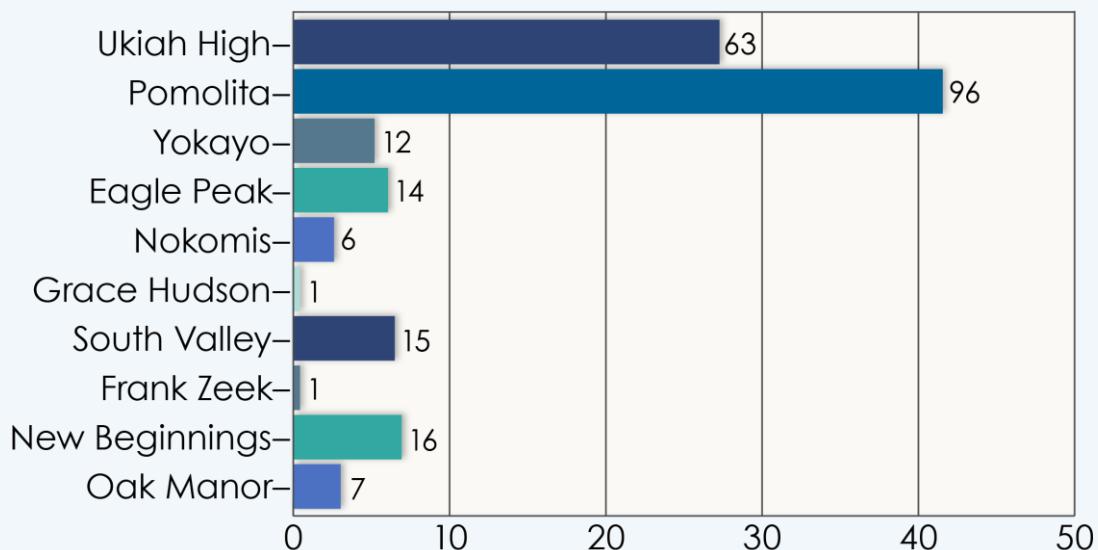
PROGRESS WE HAVE MADE

SRO ACTIVITY

Number of cases assigned: 92

K9 school searches (drugs) 30

TRUANCY ACTIVITY



CRIME PREVENTION ACTIVITY

	2015	2016	2017
Business visits	219	237	275
Follow-up visits	71	80	161
Crime Prevention training and presentations	8	10	12
Crime Prevention brochures	24	18	13
Boys and Girls Club	28	48	42
Volunteer hours	158	200	293
Shopping carts	310	244	119
CPTED			116
Crosswalk duty			157

GOAL 2: IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS



SPECIAL ENFORCEMENT TEAM ACTIVITY

Total cases: 168

Arrests: 71

Cases closed: 181

UCC citations issued: 25

Abandoned vehicle/expired registration tows: 38

Traffic citations: 27

Marijuana investigations: 45

Marijuana plants eradicated: 955

Tons of debris removed: 20

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
- County-wide efforts to address homelessness

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

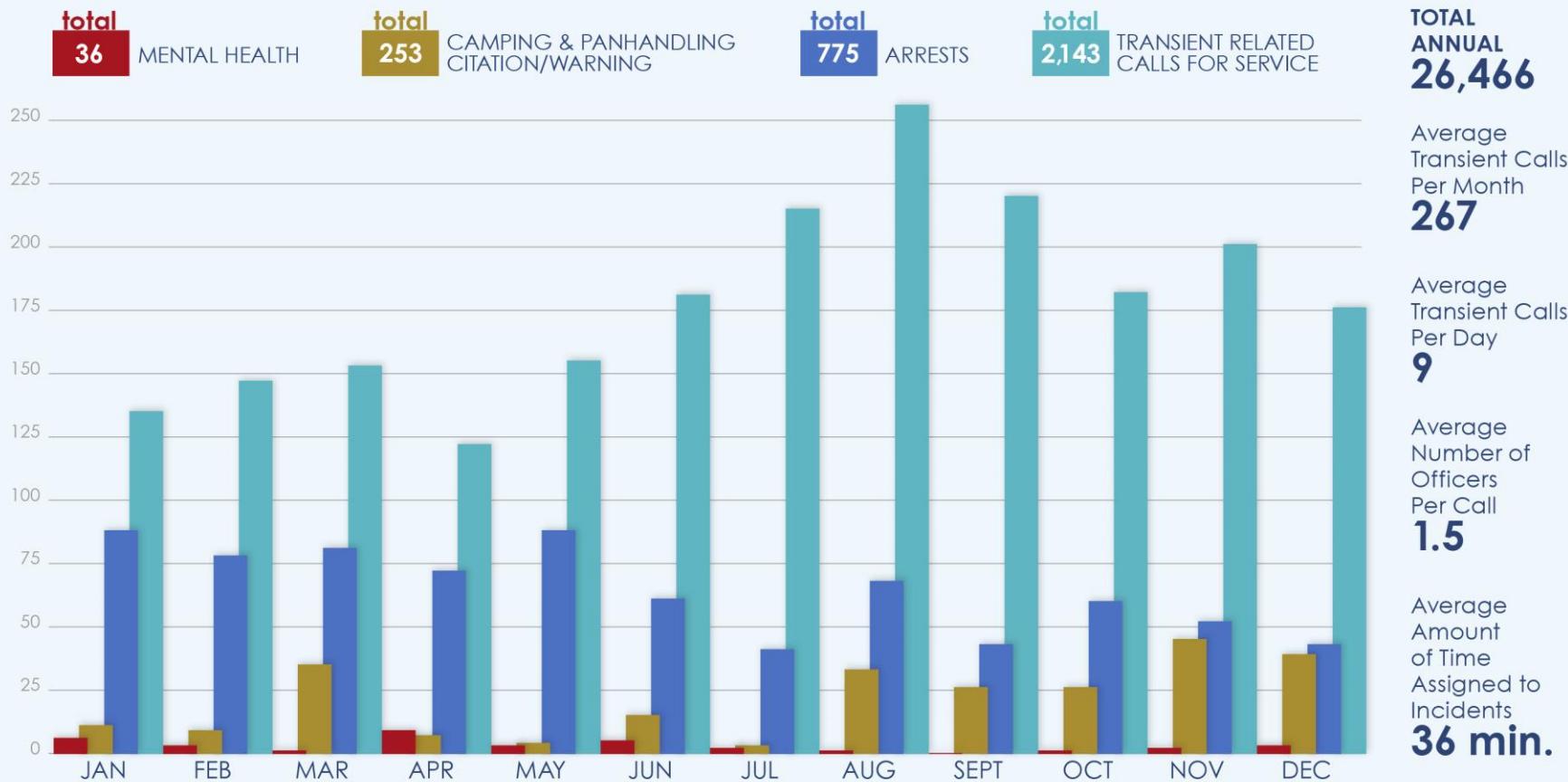
- Illegal activity including hoarding, dumping and trash

COMMUNITY PARTNERSHIPS

- Team approach to problem-solving

GOAL 2: IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS

TRANSIENT ACTIVITY 2017



City of UKIAH, CALIFORNIA

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GOAL 3 – ENHANCE COMMUNITY AND POLICE PARTNERSHIPS



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GOAL 3: ENHANCE COMMUNITY AND POLICE PARTNERSHIPS



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PERFORMANCE REPORT | 2017
GOAL 3: ENHANCE COMMUNITY
AND POLICE PARTNERSHIP

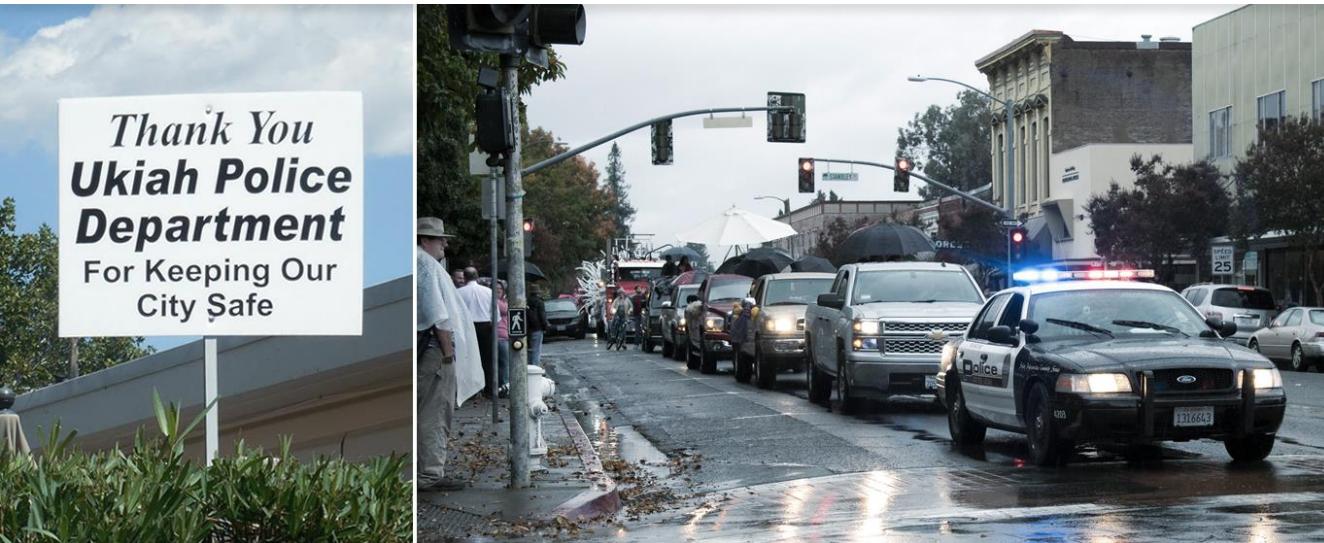
GOAL 3: ENHANCE COMMUNITY AND POLICE PARTNERSHIPS



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

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.

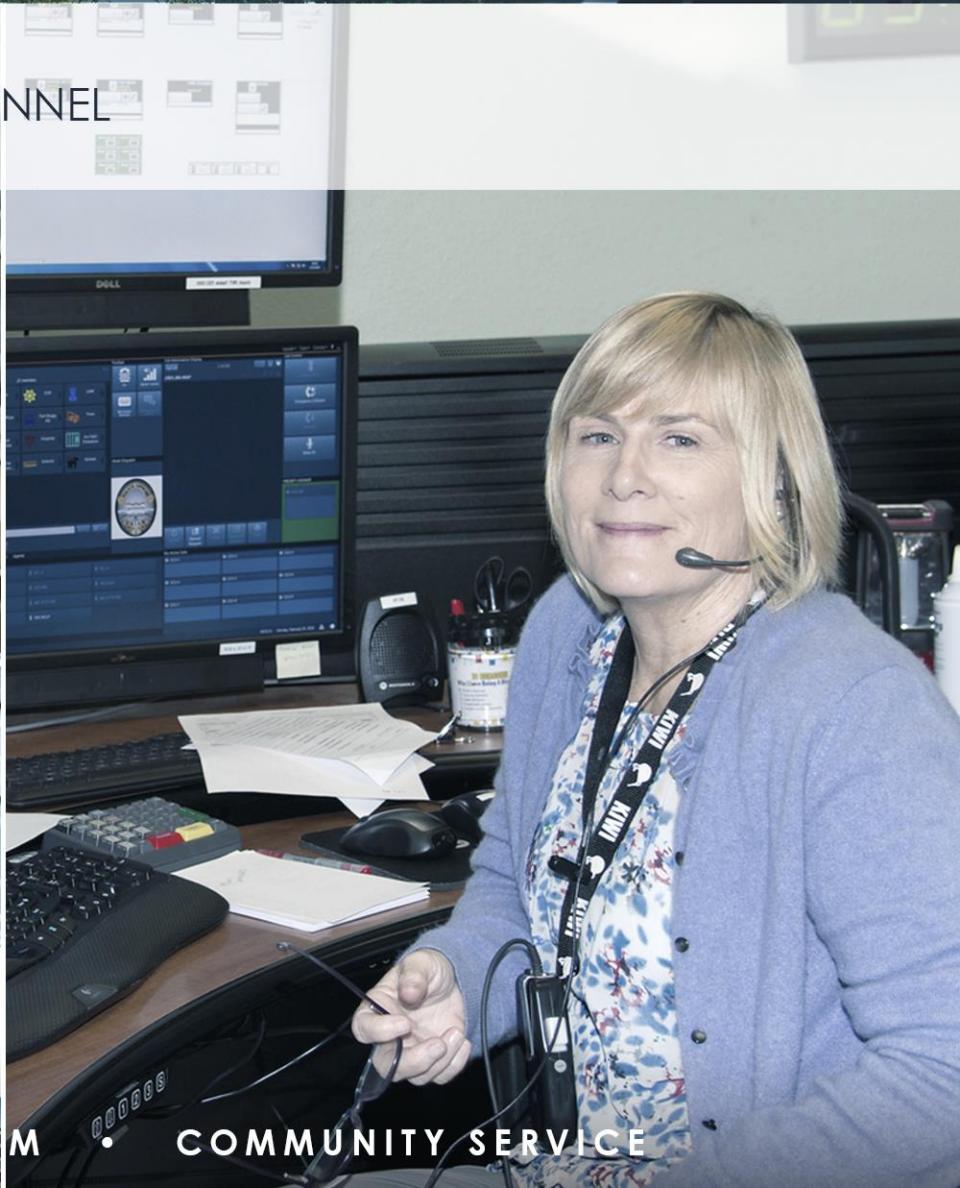
Community engagement and community partnerships are key in reducing crime in our neighborhoods and in addressing community concerns.

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)

	c a l e n d a r y e a r			
	2014	2015	2016	2017
Emergency Vehicle Operations (8 hrs/2 yrs)	136 hrs		244 hrs	0 hrs
Firearms Use of Force (8 hrs/2 yrs)	192 hrs	136 hrs	135 hrs	300 hrs
Arrest and Control (8 hrs/2 yrs)	88 hrs	244 hrs	240 hrs	208 hrs
Crisis Communication Skills (4 hrs/2 yrs)	34 hrs		104 hrs	

POST MANDATED TRAINING

	c a l e n d a r y e a r			
	2014	2015	2016	2017
CPR / 1st Aid (8 hrs/2 yrs)	136 hrs		244 hrs	0 hrs
Domestic Violence (4 hrs/2 yrs)	192 hrs	136 hrs	135 hrs	0 hrs
Racial Profiling (4 hrs/5 yrs)	88 hrs	244 hrs	240 hrs	0 hrs

UPD CORE SKILL REQUIREMENTS

	c a l e n d a r y e a r			
	2014	2015	2016	2017
Drug Recognition (16 hrs)	40 hrs	96 hrs	40 hrs	48 hrs
Traffic Collision Investigation (40 hrs)	120 hrs	240 hrs	80 hrs	200 hrs
Interview Skills (40 hrs)		40 hrs	80 hrs	84 hrs
Drunk and Drugged Driving Investigation (16 hrs)	16 hrs	256 hrs	32 hrs	
Firearms Rifle Course (16 hrs)		416 hrs	64 hrs	
Emotional Survival	136 hrs	240 hrs	184 hrs	



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



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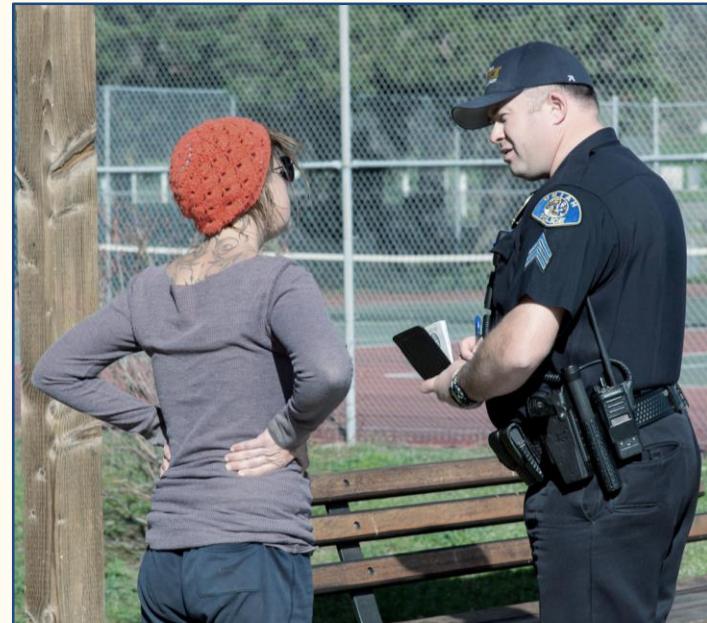
GOAL 5: CONTINUED ACCOUNTABILITY

CITIZEN COMPLAINTS

	2013			2014			2015			2016			2017		
	Reported	Unfounded	Sustained												
Non-Criminal	4	4	0	6	6	0	4	3	1	3	3	0	2	2	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

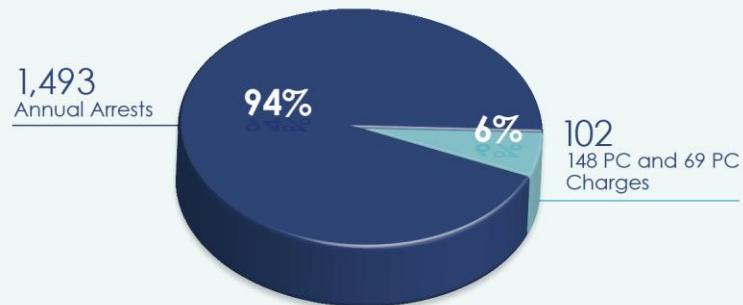
RESPONSE TIME CHART

	2013	2014	2015	2016	2017
Priority 1 - In-Progress Crimes Against Persons	8:39	5:37	5:42	5:42	5:07
Priority 2 - Calls for Police Service / Reports of Crime	12:01	12:06	11:14	11:14	9:42
Priority 3 - Quality of Life Complaints / Traffic / Transient Issues	19:36	20:18	18:47	18:47	16:05
Average Calls per Day	68	87	88	88	73
Annual Calls for Police Services	24,821	31,656	32,010	32,010	26,466

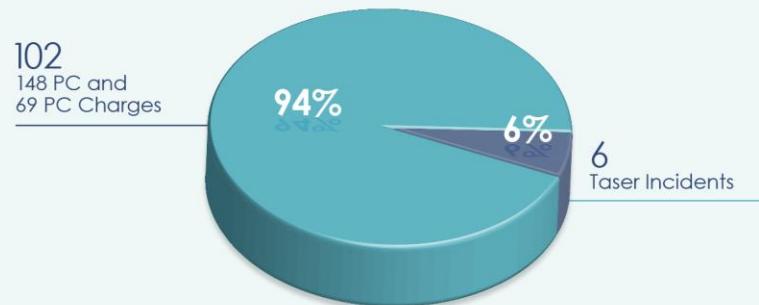


GOAL 5: CONTINUED ACCOUNTABILITY

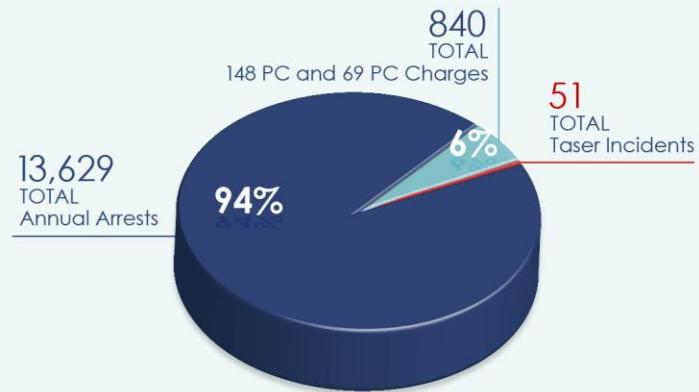
2017 TOTAL ARRESTS AND 148 PC/69 PC ARRESTS



2017 PERCENTAGE OF TASER USE ON 148 PC/69 PC ARRESTS



2010-2017 TOTAL ARRESTS 148 PC/69 PC CHARGES AND TASER DEPLOYMENT



TASER USE - 5 YEAR TREND

YEAR	TOTAL ANNUAL ARRESTS	TOTAL 148 PC/69 PC CHARGES	TASER INCIDENTS
2013	1,875	98	3
2014	1,948	165	11
2015	1,890	141	8
2016	1,627	112	7
2017	1,493	102	6
TOTALS	8,833	618	35

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

City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

WORK PLAN – ACHIEVEMENT AND GOALS



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WORK PLAN REPORT: 2017 ACHIEVEMENTS



WORK PLAN REPORT: 2018 GOALS

	EXTERNAL FACTORS ➔	OUR ACTIVITIES ➔	MEASUREMENTS OF SUCCESS
GOAL 1 Reduce Crime and the Fear of Crime	<ul style="list-style-type: none">▪ Higher-than-average violent crime▪ Traffic accident & pedestrian safety▪ High workload/calls for service	<ul style="list-style-type: none">▪ Gang enforcement▪ Transient strategies▪ Traffic enforcement (when available)	<ul style="list-style-type: none">▪ Work to reduce violent crime▪ Work to reduce vehicle and pedestrian accidents
GOAL 2 Improve Quality of Life in Our Neighborhoods	<ul style="list-style-type: none">▪ Homeless & transient services▪ Code enforcement▪ AB109 prison population▪ Prop 47 realignment▪ Lack of jail space	<ul style="list-style-type: none">▪ Blight reduction▪ Prioritization of calls▪ Focused enforcement	<ul style="list-style-type: none">▪ Work to reduce transient impacts▪ Work to reduce property and drug crimes
GOAL 3 Enhance Community and Police Partnerships	<ul style="list-style-type: none">▪ Community partnerships▪ Community expectations	<ul style="list-style-type: none">▪ Continue work with our community partners▪ Encourage officer engagement	<p>Problem-solving partnerships and community trust</p>
GOAL 4 Develop Personnel	<ul style="list-style-type: none">▪ Young workforce▪ Increased mandated training requirements	<ul style="list-style-type: none">▪ Recruitment▪ Department training plan▪ Department value system▪ Performance review system	<ul style="list-style-type: none">▪ Maintain low complaint ratio▪ Monitor use of force
GOAL 5 Continued Accountability	<ul style="list-style-type: none">▪ New mandates in record keeping and data collection	<ul style="list-style-type: none">▪ Maintain response times▪ Continue implementation of crime analyst	<ul style="list-style-type: none">▪ 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

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