

**California State University, East Bay
University Police Department**

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**Strategic Plan
2005-2008**

Message From the Chief of Police



It is with pride and pleasure that I present the Strategic Plan of the California State University East Bay Police Department. This document provides the Department's Vision, Mission, Service Philosophy, Values, Developmental Priorities, Goals and Objectives which serve as guiding principles for the services, programs and priorities of the Department. The organizational plan is a living document that is a result of ongoing assessments and collaboration with the University Community, via input from the Community Policing Advisory Board (CPAB) and University Police Department supervisors and staff. I am particularly appreciative of the openness by which those whom I have spoken with have shared their ideas regarding the Department. The principles of this plan are essential to the success of the organization and provide the greatest opportunities for each of us to contribute and grow in our assignments. I share with you my sense of enthusiasm, knowing that our community is supportive of our contributions to maintain the high quality of life, safety and security on our campus.

Janeith Glenn-Davis

Vision

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Our vision is to enhance and preserve the quality of the learning opportunities and life experiences of each member of our community by actively working in collaboration with all facets of the community to provide a safe and secure campus environment. We recognize that effective law enforcement and the prevention of crime is achieved by establishing a professional and trusting relationship with our community.

Mission



The mission of the California State University East Bay Police Department is to provide the University community with a safe, secure environment in which to learn, live, work and grow. We will accomplish our mission by partnering and collaborating with the community, by providing service in a professional, courteous manner, and by affording dignity and respect to all individuals.

Philosophy



University Police Department Personnel are committed to a service philosophy of “Community Oriented Policing and Problem Solving” (COPPS).

Recognizing that the Department’s mission is best attained through community involvement, employees are collectively committed to nurturing collaborative partnerships with individuals, groups and departments in the responsibility of:

- Identification and resolution of safety and security concerns.
- Development of safety and security resources, and service initiatives.
- Delivery of efficient, effective and relevant public safety and security services and training.

Values



The University Police Department values service with P.R.I.D.E. :

Professionalism - We commit to be professional in all facets of our job and in every interaction with our community. We adhere to long-recognized law enforcement standards, while utilizing contemporary policing methods. We value the importance of staying connected to, and working closely with, the community we serve.

Respect – We seek mutual understanding and respect with everyone we serve, and believe that it is essential to show respect for one another at all times. We value and promote respect for individual rights and dignity. We seek to foster and preserve mutual trust and respect within the University community to allow us greater access to information that will lead to the prevention of, and solutions to, criminal activity and other quality of life issues.

Integrity – We appreciate the trust and confidence placed in us by the community we serve, and will not compromise ourselves or allow personal benefit to influence our decisions in performing our duties. We place high value on fairness and honesty, and adhere to the standards embodied by the Law Enforcement Code of Ethics.

Diversity – We shall make every effort to anticipate, plan for, and respond to the needs of a diverse and changing community. We appreciate and understand our similarities and differences, and value every partnership that we establish. We recognize that different viewpoints, experiences and backgrounds are central to our understanding and meeting the unique needs of the diverse community that we serve. We seek the input and talents of all members of the University in our efforts to safeguard the campus, while simultaneously reducing crime and the fear of crime.

Excellence – We strive to achieve excellence in every service that we provide to achieve our goal of being a premiere law enforcement agency. We do this through our commitment to collaboration, communication, education, mentoring, outreach and teamwork. We advocate and value the implementation of creative strategies to address contemporary community issues.

Development Priorities



- The following priorities were established as a result of input received in response to a Departmental SWOT analysis. Contributors included Department personnel as well as Community Policing Advisory Board (CPAB) members.
- It is our expectation that the following priorities, goals and objectives will have been achieved or that significant progress toward this end will be accomplished within the indicated 3-year timeline.

Development Priorities- Goals and Objectives



Employees

GOAL 1 - Improve Employee Retention

- Develop formal employee recognition/awards program that recognizes the contributions/achievements of employees
- Maintain staffing levels
- Identify and actively develop specific leadership skills, knowledge and abilities of individuals interested in supervisory/management positions
- Increase employee technical skills and knowledge through staff and external training and development opportunities

GOAL 2 - Improve Employee Recruitment

- Assess, refine and codify hiring process to minimize time from testing to hire (4 months, maximum)
- Establish referral partnership with municipal agencies for recruitment of viable candidates
- Establish and maintain active hiring lists (year round) for “Police Officer” and “Dispatcher” positions

GOAL 3 - Improve Employee Training and Development Opportunities

- Establish formal personal development plan and assessment process for all full time employees
- Sponsor (or assist with sponsorship) of at least one professional development opportunity per employee, annually
- Conduct bi-annual assessment of employee development satisfaction and annual reporting of Departmental progress

Development Priorities- Purpose/Goals



Organization

GOAL 4 - Integrate Community Oriented Policing and Problem Solving Philosophy and Principles into Daily Operations

- Develop and Implement an enhanced Community Oriented Safety Partnership Plan and Problem Solving Philosophy that embraces and encourages increased community participation
- Set community safety and security priorities in concert with community partners
- Assess effectiveness of and refine community education programs
- Host no fewer than two “town hall” style community meetings per year
- Develop and implement a bi-annual customer satisfaction survey system to assist with assessment of quality of delivered services
- Implementation of quarterly open leadership meetings to specifically analyze and assess customer satisfaction information

GOAL 5 - Develop the Department to a Higher Level of Administrative and Business Efficiency

- Develop and implement an effective purchase order tracking system
- Convert policy manual to CD Rom and establish systematic revision protocol for same
- Establish mandatory reports schedule including due dates and timelines
- Seek at least one new (or continued) funding source, annually

Development Priorities- Goals and Objectives



Organization - Continued

GOAL 6 - Develop Short and Long-Term Facility Plans

- Relocate stored office items to create safe work spaces as per Environmental Health and Safety standards
- Collaborate and Coordinate with Facilities Operations and Office of Student Affairs on a bi-weekly schedule to complete short term expansion project by target date January 2006
- Develop a comprehensive proposal for funding and construction of a new police and parking facility

Development Priorities- Goals and Objectives



The UPD Chief of Police has overall responsibility for ensuring that the Goals/Objectives of the UPD Strategic Plan are accomplished. However, members of the leadership staff have been assigned the task of direct supervision (as Goal Supervisors) of individual Goals/Objectives. Each Goal Supervisor will work in tandem with the Chief of Police to ensure the movement and completion of each Goal/Objective. Further, it is recognized that close, frequent collaboration with other Goal Supervisors, UPD Team members, University and other community members may be required for successful management/completion of individual Goals/Objectives.

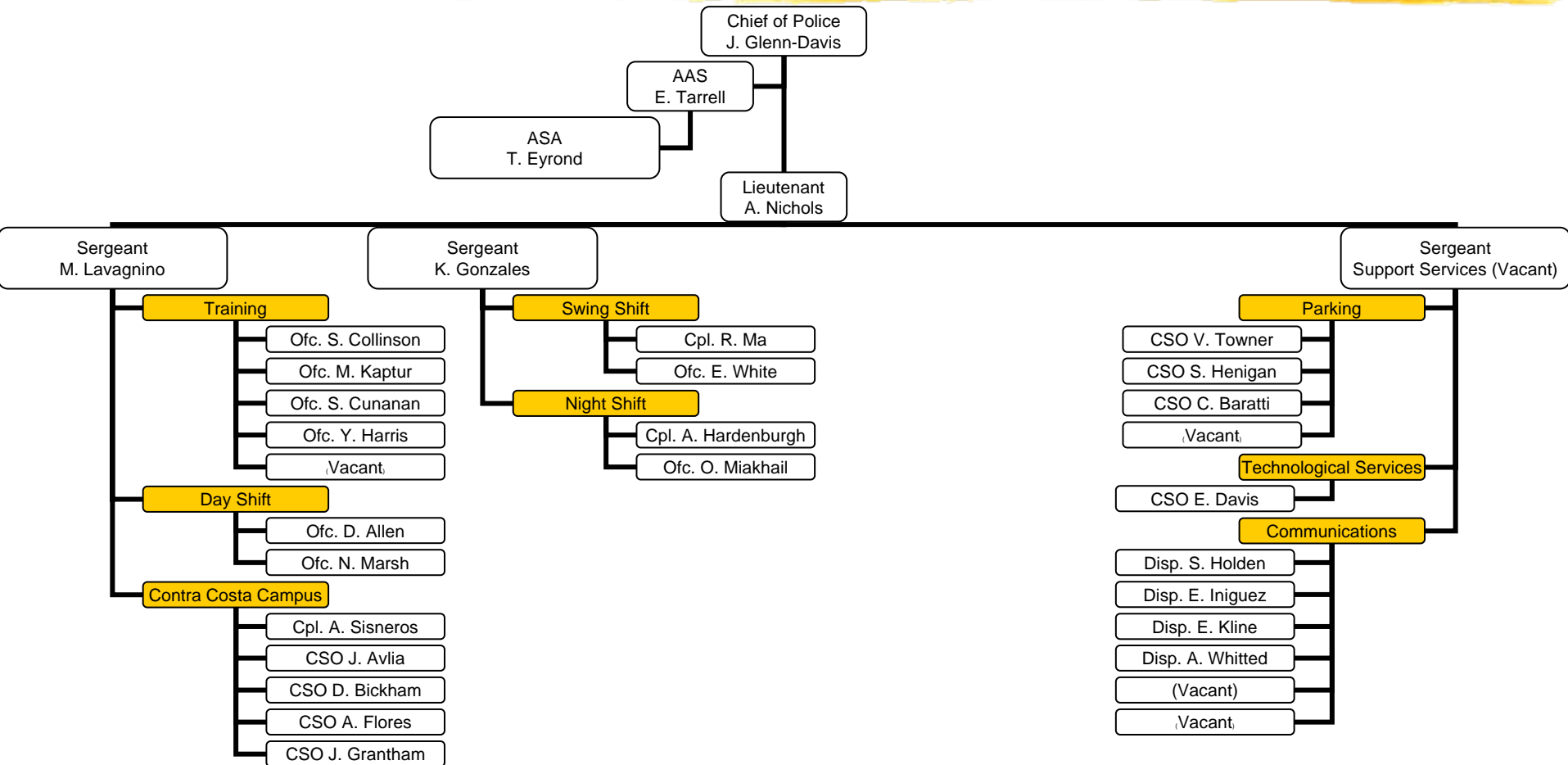
Additionally, upon formal implementation of the UPD Strategic Plan, each Goal Supervisor shall be responsible for completion of a monthly assessment and informal status report for his/her assigned goal. A formal status report will be required six months after implementation, and every six months thereafter.

The Goals/Objectives, assigned Goal Supervisors and relevant timelines are indicated below.

Timelines

Goals 1 - 6	Goal Supervisor	Objectives	Timeline
Improve Employee Retention	Sgt. K. Gonzales	<ul style="list-style-type: none"> •Awards Program •Maintain Staffing •Leadership Skills •Technical Skill 	<p><u>Informal Monthly Reports Begin</u> Jul. 1, 2005</p> <p><u>Formal Written Reports</u> Jan. 1, 2006</p> <ul style="list-style-type: none"> •Jul. 1, 2006 •Jan. 1, 2007 •Jul. 1, 2007 •Jan 1, 2008 <p><u>Final Status Report</u> Jul. 1, 2008</p>
Improve Employee Recruitment	Ms. E. Tarrell	<ul style="list-style-type: none"> •Codify Hiring Process •Referral Program •Year-Round Hiring Lists 	
Improve Employee T. & D. Opportunities	Sgt. M. Lavagnino	<ul style="list-style-type: none"> •Personal Development Plan •Sponsor Development Opportunities •Bi-Annual Assessment 	
Community Oriented Policing and Problem Solving	Sgt. K. Gonzales	<ul style="list-style-type: none"> •Develop and Implement Philosophy •Set Community Safety Priorities •Assess Community Education •Two "Town Hall" Meetings Per Year •Open Leadership Meetings 	
Administrative and Business Efficiency	Ms. E. Tarrell	<ul style="list-style-type: none"> •Purchase Order Tracking System •CD ROM Policy Manual •Report Schedule •One New Funding Source Per Year 	
Short and Long-Term Facility Plans	Lt. A. Nichols	<ul style="list-style-type: none"> •Relocate Office Items •Meet with Facilities and Student Affairs Bi-Monthly •Proposal for New Police Facility 	

CSUEB-UPD - Organizational Chart



Recognitions



Janeith Glenn-Davis, Chief of Police, University Police Department

Mario Lavagnino, Police Sergeant, University Police Department

Eileen Tarrell, Administrative Assistant, University Police Department

Community Policing Advisory Board (CPAB) Members