



Strategic Plan | Fiscal Years 2013-2016





Message from the Chief

MISSION STATEMENT:

Your Morgan Hill Police Department is committed to delivering intelligence-based police services by partnering with the community to reduce crime, apprehend offenders and improve quality of life with integrity, professionalism and respect.

Our Mission Statement is guided by our core values:

Safety, Integrity, Respect, Professionalism, Pride, Teamwork, Innovation

For the first time, the Morgan Hill Police Department has embarked on the ambitious process of developing a Public Safety Outcome Based Strategic Plan (Strategic Plan). What is a Strategic Plan? It is a process through which an organization defines its strategy or direction by identifying tangible goals that are aligned with its mission and vision. I am proud to say that our Strategic Plan achieves this. Our Strategic Plan will serve as a road map for our public safety strategies for the next four years.

The development of the Strategic Plan was an outcome of a Public Safety Workshop held by City Council in February 2011. To develop the Strategic Plan, the entire Department participated in a comprehensive process that included multiple meetings with the community and other city staff to identify the four outcomes incorporated into our Plan. Each outcome is supported by specific measures and action items to assess level of achievement. The four outcomes are:

- 1. Reduce Incidents of Crime and Traffic Collisions**
- 2. Increase Trust and Confidence in the Police Department**
- 3. Increase Feeling of Safety**
- 4. Increase Proficiency of Staff**

These four outcomes are aligned with the Department's mission statement developed in Spring of 2011. Our mission statement and core values are the cornerstone of a new foundation that enables the Department to partner with residents, schools and community groups to implement community policing activities.



We are committed to enhancing public safety in Morgan Hill and have set measures and goals for our entire Department that hold us accountable by tracking our performance. We are proud to provide you with information on our past performance throughout this document, but recognize we have much work to do to achieve our goals. Over the next four years, our Department will be presented with significant challenges, but the caliber and professionalism of the men and women of our Department will permit us to meet and exceed those challenges with ingenuity and innovation.

I am proud of what we have accomplished and look forward to meeting future challenges utilizing the Strategic Plan as a guide.

David L. Swing
Police Chief

Our Strategic Plan will serve as a road map for our public safety strategies for the next four years.



Outcome 1: Reduce Incidents of Crime and Traffic Collisions

Measurement One: Reduce Injury Collisions by 5%

Action Plan:

- Identify top Primary Collision Factors (PCFs) and top accident areas quarterly.
- Provide quarterly messages via social media regarding safe driving practices.
- Traffic Division staff will work with City Engineering team to improve roadway safety.
- Educate the community about PCFs.
- Deploy the radar trailer weekly in targeted areas.

Outcome 1

Reduce Incidents of Crime and Traffic Collisions:
Reduce Injury Collisions by 5%

Traffic Accidents Year End Totals

DUI Accidents	2009	2010	2011	
	282	260	158	
% Change 2009 - 2010	-8%			
% Change 2010 - 2011	-39%			

Arrests	2009	2010	2011	
Adult	2186	1852	1278	
Juvenile	306	257	207	% Change 09 -11
Total Arrests	2492	2109	1485	-30%

	2009	2010	2011	
Accidents with Injury	48	70	51	
Accidents Property Damage	172	147	146	% Change 09 -11
Total Accidents	220	217	197	-9%



Measurement Two: Reduce Part 1 Person and Property Crime by 5%

Action Plan:

- Deploy officers based on crime hotspots and predictive analytics.
- Conduct monthly sweeps for warrants and other violations.
- Expand access of CCTV systems in Communications Center and patrol vehicles for increased monitoring of hotspots.
- Increase the number of probation and parole searches by 10%.
- Use VIPs to increase presence on patrol in targeted areas.
- Continue to educate community using social media to reduce opportunistic crimes.
- Conduct four suppression operations a year based on current criminal activity.
- Implement a hot sheet that provides criminal activity and wanted subjects.
- Maintain a clearance rate for Homicide, Rape, Robbery, and Aggravated Assault above 60%.
- Increase number of arrests by 5% for property crimes and drug offenses.

Educate the community about PCFs through the use of positive messaging in newsletters, web and social media.

Outcome 1

Reduce Incidents of Crime and Traffic Collisions: Reduce Part 1 Person and Property Crime by 5%

	2009	2010	2011
Part 1 Violent Crimes			
Homicide	1	0	1
Rape	13	9	8
Robbery	25	9	16
Aggravated Assault	50	36	17
Total	89	54	42
% Cleared by Arrest	57%	70%	57%

	2009	2010	2011
Part 1 Property Crimes			
Burglary	141	146	138
Larceny	427	430	470
Motor Vehicle Theft	71	66	82
Arson	15	17	12
Total	654	659	702
% Cleared by Arrest	17%	12%	14%

	2009	2010	2011
Total Violent and Property Crimes	743	713	744

Did you know?

MHPD has 3 opportunities for community involvement in the Police Department:

1. Citizens Police Academy
2. Volunteers in Policing
3. Community Emergency Response Team





Outcome 2: Increase Trust and Confidence in the Police Department

Measurement One: Increase Community Participation

Action Plan:

- Establish a baseline of community participation.
- Implement a schedule for neighborhood meetings facilitated by all staff.
- Promote the Citizens Police Academy and VIP program.
- Educate the community through social media, quarterly newsletters, CLEF and the media.
- Increase number of VIPs to 40 within three years.

Measurement Two: Increase Ratings of Trust and Confidence

Action Plan:

- Conduct a community survey to establish baseline levels of trust and confidence.
- Establish automated system to enhance timely follow-up with victims.
- Educate the community about police successes and needs.
- Deploy VIPs to respond to calls currently not handled by Police Department.

Outcome 2

Increase Trust and Confidence in the Police Department

Number of Reports Filed

Report Type	2009	2010	2011	% Change 09 -11
Crime & Incident	4251	3952	3520	-17%
Arrest	2551	2146	1553	-39%
Traffic Accidents	220	217	197	-10%
Citations	5233	4372	2986	-43%



Outcome 3: Increase Feeling of Safety

Measurement One:
Increase Feeling of Safety
in Neighborhoods

Action Plan:

- Deploy VIPs in neighborhoods that do not regularly receive patrols.
- Clean-up gang graffiti in 24 hours and all other graffiti in 72 hours.
- Respond to serious medical incidents.

Measurement Two:
Increase Feeling of Safety in Downtown,
Recreation Facilities and Retail Areas

Action Plan:

- Deploy VIPs in target locations.
- Positive imaging in safety messages.

Did you know?

A majority of all thefts from vehicles are a result of people leaving their valuables in plain sight or their vehicle unlocked.

In 2011, MHPD achieved a 57% clearance rate (arrest rate) for all Part 1 violent crimes; national average is 49%.



Outcome 4: Increase Proficiency of Staff

Measurement One:
Increase Ratings on Employee Satisfaction

Action Plan:

- Develop fitness program to reduce worker compensation claims and promote healthier living.
- Revise the employee evaluation to include all aspects of law enforcement.
- Implement temporary duty assignment program.

Measurement Two:
Maintain Compliance with POST Training

Action Plan:

- Develop a schedule to ensure training compliance.
- Maintain instructor certification for perishable skills training.
- Create financially independent program.

Measurement Three:
Reduce Sustained/Non-Sustained Complaints 10% During Three Year Period

Action Plan:

- Ensure timely response to voicemails and calls for service.
- Provide annual debrief on reason for complaints.
- Use VieVu Personal Video Recorders on 75% of all enforcement contacts.

Measurement Four:
Maintain a 100% Use of Force Compliance Rate

Action Plan:

- Provide scenario-based use of force training quarterly.
- Develop a protocol for review of Critical Incident Review Board findings.
- Ensure compliance with Daily Training Bulletins.

Did you know?

Police Officers and Public Safety Dispatchers are required to meet annual training standards in compliance with the California Commission on Peace Officer Standards and Training (POST).





MHPD Team Members

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Santiago Fierro

Chuck Flagg

Mark Forry

Mike Fumagalli

Lacey Grant

Christopher Gridley

Werner Grimm

Carlos Guerrero

Troy Hoefling

Ken Hulick

Nancy Jett

Tere Johnson

Scott Joines

William Jurevich

Mike Klyszeiko

Jason Lorenzo

Donna MacKnight

Lynette Madruga

Toni Maiquez

Andrew Marchese

Scott Martin

Larry McElvain

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**Reduce Incidents
of Crime and
Traffic Collisions**

**Increase Trust and
Confidence in the
Police Department**



**Increase
Feeling
of Safety**

**Increase
Proficiency
of Staff**



