I am pleased to present the UCI Police Department’s 2018-2020 Strategic Plan. This plan is the first of its kind for the Department and seeks to provide a fluid road map for our organization to follow as we strive to provide the highest quality of professional law enforcement services to our diverse and ever-changing community at UC Irvine and the UCI Medical Center.

This plan is the result of months of study, internal review, research and discussion about our mission, our priorities, our people, and the direction of the organization when we say “Commitment to the Community.”

The complexities and demands placed on law enforcement agencies across the State, and the Nation, including the UCI Police Department, are ever increasing. Now more than ever, it is imperative that we build and strengthen our partnerships with the community that we are proud to serve with integrity, respect, transparency, fairness and teamwork.

Our people are our biggest assets - the men and women who put on the uniform each day and the people behind them that support our overall mission here at UC Irvine and the UCI Medical Center campuses. Making sure these campuses are safe places for students, staff, faculty, visitors and patients is our highest priority. This doesn’t come easy. Investing in our staff to ensure they have the resources, professional development and support to meet this priority, and all of the demands placed on them, is our commitment.

This plan does not cover everything that needs to be accomplished within the Department. It focuses on areas that have been identified as priorities. Strategic plans by their very nature tend to be dynamic and flexible documents that can change and evolve as we see changes in the needs of our community, changes in the department, and in law enforcement best practices.

Jorge Cisneros
Chief
UCI Police Department
Vision, Mission, and Values

As the graphic depicts, our dedicated personnel are the foundation of our department.

Our **VISION** leads our personnel to strive for only the highest standards of ethics and excellence in all they do.

Our **MISSION**, “To serve in partnership with our community, supporting a safe and inclusive University,” fully embraces our community oriented policing philosophy and brings that philosophy to reality through partnerships and service.

Our **VALUES** are demonstrated by their daily service and actions through prevention, intervention, enforcement,
Department Overview

The University of California, Irvine Police Department is a 24 hour, 365 days per year law enforcement agency that provides contemporary law enforcement services including patrol, traffic, investigations, community policing, crime prevention and suppression, emergency management, and site security services to a daily population of more than 50,000 students, staff, faculty, and visitors to the University’s Irvine campus and Irvine Medical Center located in Orange, California.

Police officers working in conjunction with our Professional staff, and our Medical Center Public Safety staff, protect the lives and property of our campus community members including students, staff, faculty and visitors, responding to all medical emergencies, crimes in progress, calls for service, quality of life issues, and other law enforcement and campus security issues.
Goals and Objectives

This strategic plan seeks to address four specific areas that include: Community, Organization, Employees, and Service. These goals and objectives vary in their timelines given their individual complexities and the resources need to accomplish them.

The following is a summary of the strategies within each of the goals and objectives followed by a more detailed description, group or person of responsibility to ensure the goals are met and a timeline, and the benchmarks used as the roadmap to completing the goal.

**COMMUNITY**

Strengthen community trust and relationships

- Improve Communications
  - Develop and distribute external newsletter
  - Develop social media policy and procedures
  - Improve Department branding

Community Oriented Policing & Outreach

- Create and staff a Community Engagement Officer Position
- Review & Evaluate Zone Policing strategy
- Develop and implement Community Police Academy
- Collaborate with Vice Chancellor’s office in implementing Public Safety Advisory Committee
- Develop and implement the Volunteers in Policing (VIP) Program
- Engage Faculty in Campus Preparedness Activities
- Review Accreditation through IACLEA and CALEA

**ORGANIZATION**

Effective Capture & Deployment of Resources that Meets Current and Future growth of the UCI Police Department and Enhance Leadership and the development of the Whole Person.

- Strategically Drive Resource Forecasting (Planning)
  - Establish a detailed plan which prioritizes operating budget and resource utilization
  - Plan and Prioritize Capital Requirements

- Increase Training & Professional Development Opportunities
  - Update Department training guide and implement minimum training requirements
  - Identify emergent training needs based on current trends

- Promote the health and well-being of employees
  - Raise the Awareness of The Health and Well-Being Of Employees
  - Increase communication to raise awareness
  - Establish a wellness program
**EMPLOYEES**

To foster a culture of commitment and engagement.

**Accountability**
- Review Duties and Responsibilities for each employee
- Develop Audits and Inspections for each work area

**Student Mentorship Program**
- Develop a mentorship program for CSO’s and other UCI students who want to work in law enforcement

**Enhanced Internal Communications**
- Develop scheduled meetings with supervisors/managers throughout the department to discuss and resolve issues and concerns

**SERVICE**

Enhance opportunities to provide inclusive service with excellence.

**Crime Prevention**
- Increase Crime Prevention Awareness within the Community

**Increase Positive Community Engagement**
- Identify Performance Metrics & Methods for Capturing Community Engagement Data

**Develop a UC Irvine Health Public Safety Division**
- Transition to one Public Safety Model at UCI Health
Objective #1: Improve Communications

**Objective: 1.1 – Develop and Distribute External Magazine**

**Description:** UCIPD produces an internal magazine that highlights the numerous activities and accomplishments of the department. Developing an external magazine to share with the campus community will further highlight the department and give our community the opportunity to better understand the department and how we serve and engage with students, staff, faculty, and visitors throughout the year. The magazine will be shared via ZotMail and posted on the UCI website.

**Person(s) Responsible:** Melanie Marcaurel
Cedric Young

**Status:** In-Progress

**Projected Completion Date:** December 2018

**Benchmark:**
- Develop a quarterly magazine for distribution to the UCI community by January 2018
- Distribute four magazines to the UCI Community in calendar 2018

**Objective: 1.2 – Develop Social Media Policies and Procedures**

**Description:** Review other PD social media policies and procedures and develop a comprehensive policy for UCIPD.

**Person(s) Responsible:** Anne LeSage
Roland Chiu

**Status:** In-Progress

**Projected Completion Date:** August 2018

**Benchmark:**
- Draft Social Media Policy – June 2018
- Department review of Policy – July 2018
- Final Social Media Policy and Department Implementation – August 2018

**Objective: 1.3 – Improve Department Branding**

**Description:** Create consistency among all UCIPD “branded items” such as our business cards, website, social media sites, and newsletters. Design and purchase department business cards, giveaway items, and t-shirts. Develop recruitment videos.

**Person(s) Responsible:** Melanie Marcaurel
Cedric Young
Jamie Park

**Status:** In-Progress

**Projected Completion Date:** June 2018

**Benchmark:**
- Update website, social media sites, and magazines
- Order new business cards and updated giveaway items
- Develop recruitment video for CSOs
### Objective #2: Community Oriented Policing & Outreach

#### Objective: 2.1 – Create and staff a Community Engagement Officer

<table>
<thead>
<tr>
<th>Position</th>
<th>Person(s) Responsible: Joe Reiss</th>
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</table>

**Description:** UCI is a diverse campus and the Police Department will proactively seek to engage the various sectors of the campus including: University Hills, Greek life, athletics, faculty groups, student groups, staff assembly, and other campus partners through a dedicated Community Engagement Officer (CEO). The CEO will work to develop training and outreach programs that meet the needs and interests of the various community groups.

**Benchmark:**
- Solicit interest from Department officers for the position
- Select an officer from those who expressed interest
- Develop external communications such as PowerPoint, Quarterly magazine and scheduled community meetings to identify the officer and the program out to the UCI community
- CEO will reach out to the UCI community to determine interests/needs
- Starting in May 2018, the CEO will strive to engage four or more community groups between May 2018 and December 2018
- January 2019, the CEO and Operations Lt. will evaluate the program and provide feedback to the Chief on its success and where additional engagement opportunities exist or should be explored.

**Status:** In-Progress

**Projected Completion Date:** February 2019

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#### Objective: 2.2– Review & Evaluate Current Zone Policing strategy

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<thead>
<tr>
<th>Position</th>
<th>Person(s) Responsible: Joe Reiss, Operations Sergeants</th>
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</table>

**Description:** Evaluate the current Zone Policing program and make recommendations on how to improve the current strategy.

**Benchmark:**
- Review current zone policing efforts
- Obtain feedback from the Operations Division Sergeants on the Zone Policing program
- Determine if zone policing strategy is the most effective way to engage the UCI Community
- Provide recommendation to the Chief by May on whether to continue with current strategy or provide alternate strategy and/or program
- Implement recommendations by June 2018

**Status:** In-Progress

**Projected Completion Date:** June 2018
### Objective: 2.3 – Develop and Implement Community Policing Academy

**Description:** The University of California Irvine Police Department Community Police Academy (CPA) will be designed to provide community members with an overview of the police department’s functions; staff; responsibilities and operational procedures. The purpose of the program is to promote a better understanding between the community and law enforcement through education and interaction with members of the UCI Police Department. CPA is not meant to train participants to become police officers; rather, it is intended to open communication between the community and the police department.

**Person(s) Responsible:** Anthony Frisbee

**Status:** In-Progress  
**Projected Completion Date:** Spring 2019

<table>
<thead>
<tr>
<th>Benchmark</th>
<th>Details</th>
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<tbody>
<tr>
<td>Summer 2018</td>
<td>Complete Pilot Program with UCIPD CSOs</td>
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<tr>
<td>Fall Quarter 2018</td>
<td>Present first Academy to Community</td>
</tr>
<tr>
<td>Winter 2018</td>
<td>Review feedback from initial Academy participants</td>
</tr>
<tr>
<td>Spring 2019</td>
<td>(2) Academies per calendar year</td>
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</table>

### Objective: 2.4 – Collaborate with the Vice-Chancellor’s Office in Implementing the Public Safety Advisory Committee

**Description:** The Public Safety Advisory Committee (PSAC) services in an advisory and consultative role and is responsible to the Vice Chancellor of the Division of Finance and Administration. The mission of the PSAC is to make recommendations to assist the Vice Chancellor in decisions on public safety. The PSAC duties include:

1. Offer a safe space for members of the campus community to provide feedback about interactions with the Police Department and to work with the Chief of Police;
2. Gather, analyze, and publicize information about policing on campus;
3. Provide a forum where members of the community, including members of UCIPD, can constructively discuss policing and community policing with the UCIPD Chief; make recommendations to the UCIPD Chief.

**Person(s) Responsible:** Jorge Cisneros, Paul Cooper

**Status:** In-Progress  
**Projected Completion Date:** June 2018

<table>
<thead>
<tr>
<th>Benchmark</th>
<th>Details</th>
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<tbody>
<tr>
<td>Committee selected</td>
<td>by Vice Chancellor's office</td>
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<tr>
<td>Hold first quarterly committee meeting</td>
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<tr>
<td>Selection of committee chairperson</td>
<td>by Vice Chancellor</td>
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<tr>
<td>Work with Vice Chancellor and Chair to identify a 2018 work plan</td>
<td></td>
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<tr>
<td>Objective: 2.5 – Develop and Implement Volunteers in Policing (VIP)</td>
<td>Person(s) Responsible: Joe Reiss</td>
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</table>
| **Description:** The UCI Volunteer’s in Public Safety (V.I.P.S.) program is committed to supporting the missions of the UCI Police Department and UCI Transportation Services by supporting their services and creating a closer partnership between the campus and surrounding communities. By contributing their time, energies and talents, volunteers help both departments to enhance the services provided to the UCI community. | **Status:** Completed  
**Projected Completion Date:** November 2018 |
| **Benchmark:**  
- The draft policies and procedures, along with the Volunteer New Hire handbook and job description, and document approval to be completed by July 2018.  
- Start recruitment in August-September 2018  
- Program full implemented by November 2018 | |

<table>
<thead>
<tr>
<th>Objective: 2.6 – Engage Faculty in Campus Preparedness Activities</th>
<th>Person(s) Responsible: Anne LeSage</th>
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</thead>
</table>
| **Description:** The Emergency Management Division engages with the campus community throughout the year via numerous training and outreach programs including: Zone Crew, Campus Search and Rescue, Care and Shelter, Rapid Building Assessment, Medical Emergency Response, Emergency Operations Center, Department Operations Centers, personal preparedness training, Classroom Emergency Procedures training, and the Student Parent Orientation Program (SPOP). The Emergency Management Division will continue to provide training and exercise opportunities throughout the year and look to develop new ways to better engage with the various sectors of the campus. | **Status:** In-Progress  
**Projected Completion Date:** January 2019 |
| **Benchmark:**  
- Increase Faculty enrollment in Zotalert  
- Increase Faculty participation in emergency procedures training  
- Increase Faculty participation in Active Shooter Training | |

| Objective: 2.7 – Review Accreditation through IACLEA and CALEA | Person(s) Responsible: Jorge Cisneros  
Paul Cooper  
Joe Reiss  
Anthony Frisbee  
Anne LeSage  
Melanie Marcaurel |
|---|---|
| **Description:** The International Association of Campus Law Enforcement Administrators (IACLEA) and Commission on Accreditation for Law Enforcement agencies provide accreditation programs for law enforcement agencies. The Department will review the processes used by the two accreditation bodies and make a recommendation on whether or not to seek accreditation. | **Status:** In-Progress  
**Projected Completion Date:** August 2018 |
| **Benchmark:**  
- Conduct a review of the two accreditation bodies  
- Provide an overview of each program and the associated costs and anticipated work load involved with initial and ongoing accreditation  
- Seek input from existing local Police and UC Police Departments  
- Host an IACLEA Prep team to review the Department and provide initial recommendations as a precursor to advancing forward in the accreditation process  
- Provide a follow-up to the Vice Chancellor | |
<table>
<thead>
<tr>
<th>Objective: 2.8 – Implement In-Car &amp; Officer Worn Video Program</th>
<th>Person(s) Responsible: Paul Cooper Joe Reiss</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong> The University of California, Office of the President (UCOP) began searching for suppliers to provide all ten UC campuses with an in-car/officer worn body camera system in April 2017. The vendor has been identified and each campus will be required to facilitate their individual systems. Cameras will provide an extra account of interactions between officers and the public.</td>
<td><strong>Status:</strong> In-Progress <strong>Projected Completion Date:</strong> September 2018</td>
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<tr>
<td><strong>Benchmark:</strong></td>
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<tr>
<td>• Contract with selected vendor (UCOP) anticipated in April 2018</td>
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<tr>
<td>• Determine UC campus costs above and beyond UCOP covered costs and identify funding source</td>
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<tr>
<td>• Purchase and install three access points (two on Irvine campus and one on medical center campus) to download video, as well as 11 data radio modems to support the video camera systems and facilitate wireless download of video</td>
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<tr>
<td>• Participate in the development of a final In-Car/Body Worn camera system</td>
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<tr>
<td>• Coordinate officer training on policy and use</td>
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<tr>
<td>• Hire a contract staff member to manage the system</td>
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</tbody>
</table>
### Objective #1: Strategically Drive Resource Forecasting (Planning)

#### Objective: 1.1 – Establish a Detailed Plan Which Prioritizes Operating Budget and Resource Utilization

**Person(s) Responsible:**
- Melanie Marcaurel
- Division Managers

**Description:**
Create a budget committee and move the budget process from an individual and annual effort to a committee function that is reviewed on a quarterly basis; requires Division Managers to submit detailed, earnest funding requests, along with sufficient documentation, that justifies divisional needs. Use the information gained to assist in computing annual budget requests.

**Status:** In-Progress

**Projected Completion Date:** FY-2018, FY-2019, and FY-2020

**Benchmark:**
- Budget Review and Update Quarterly FY2018
- Budget Review and Update Quarterly FY2019
- Budget Review and Update Quarterly FY2020

#### Objective: 1.2 – Plan and Prioritize Capital Requirements

**Person(s) Responsible:**
- Melanie Marcaurel
- Division Managers

**Description:**
Create a capital requirements request and planning process that identifies capital needs.

**Status:** In-Progress

**Projected Completion Date:** FY-2018, FY-2019, and FY-2020

**Benchmark:**
- create a committee to review and prioritize capital needs/requirements planning on a quarterly basis
- Review and updated annually as part of the budget process

### Objective #2: Increase Training & Professional Development Opportunities

#### Objective: 2.1 – Update Department Training Guide and Implement Minimum Training Requirements

**Person(s) Responsible:**
- Joe Reiss
- Anthony Frisbee
- Operations Sergeants

**Description:**
The Commission on Peace Officer Standards and Training sets minimum training requirements for Police Officers and Dispatchers. The Department’s training guide should provide assurances that not only are minimum training standards met, but additional enhanced and desirable trainings are considered.

**Status:** In-Progress

**Projected Completion Date:** January 2020

**Benchmark:**
- Minimum training requirements for sworn positions will be reviewed to ensure that officers are completing the POST required Continuing Professional Training (CPT) and Perishable Skills Training (PST) mandates in year 1 (2018).
- In addition to PST and CPT requirements, an additional training guide shall be developed that identifies enhanced training opportunities for Officers, Sergeants and Lieutenants to attend in year 2 (2019).
**Objective: 2.2 – Identify Emergent Training Needs Based On Current Trends**

**Person(s) Responsible:** Joe Reiss  
Strategic Services Lt.

**Description:** Law Enforcement field is ever-changing and more complex than ever, which created the necessity for specialized training; This will enhance the overall performance of the Department

**Status:** In-Progress

**Projected Completion Date:** FY 2018, FY 2019, and FY 2020

**Benchmark:**  
- Solicit internal and external feedback and identify, at a minimum, one topic annually for department-wide training

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**Objective #3 Promote the Health and Well-Being of Employees**

**Objective: 3.1 – Raise the Awareness of The Health and Well-Being Of Employees**

**Person(s) Responsible:** Melanie Marcaurel  
Alisa Reich

**Description:** The goal is to educate employees, raise awareness, and to encourage and promote well-being and healthy living at every level of the Department. A healthy workforce is one that is better suited to serving the public. Employees need to have the tools, training, and peer resources necessary to deal with the stress that comes with this profession.

**Status:** In-Progress

**Projected Completion Date:** January 2019

**Benchmark:**  
- 2018 - Development and implementation of a comprehensive communications plan to move people to action around health improvement
- 2019 - Provide and communicate opportunities and resources for employees to develop new healthy habits and living skills supports the maintenance of healthy practices through educational materials and marketing
- 2020 - Conduct survey to evaluate and follow-up on what resources were used and considered valuable and what future needs are. Use survey results to revise communications plan and implement new plan.

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**Objective: 3.2 – Establish a Wellness Program**

**Person(s) Responsible:** Melanie Marcaurel  
Alisa Reich

**Description:** Making health and wellness a priority will assist with enhancing an environment focused on well-being. By offering a health and wellness program, we will provide opportunities for employees to receive evaluations of their current health, develop new healthy habits and living skills that supports the maintenance of healthy practices that are sustainable. Follow-up coaching and referral to helpful services, incorporating incentives to promote healthy behaviors, and offering targeted health interventions based on health risk factors will be incorporated into the Health and Wellness Program.

**Status:** In-Progress

**Projected Completion Date:** January 2019

**Benchmark:**  
- 2018 - Funding received to implement the program.
- 2019 - Development and voluntary participation in a wellness program; Wellness assessment participation rates; targeted evaluations
- 2020 - Additional strategic program planning based on outcomes from detailed program analysis
Employees

**GOAL:** To foster a culture of commitment and engagement.

### Objective #1: Accountability

#### Objective: 1.1 – Review Duties and Responsibilities for Each Employee

| Person(s) Responsible: | Joe Reiss  
                        | Anthony Frisbee  
                        | Anne LeSage  
                        | Melanie Marcaurel  
                        | Strategic Services Lt. |
---|---|---|---|---|---|
**Description:** Each manager is responsible for reviewing the duties and responsibilities for each employee in their work area. If changes need to occur they will redefine those duties and responsibilities in a format that is consistent with a UCI job description. Each manager will maintain a file that lists all of the duties and responsibilities for each employee in their work area and when they were updated. The manager will review these duties and responsibilities on an annual basis at the time of the employee’s evaluation.

**Benchmark:**
- Each Division Manager will review these job duties and responsibilities on an annual basis for 2018, 2019 and 2020.
- Recommended job description changes will be forward to campus HR on an annual basis

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<th>Status:</th>
<th>In-Progress</th>
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<tr>
<td>Projected Completion Date:</td>
<td>December 2018, 2019, and 2020</td>
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</table>

#### Objective: 1.2 – Develop Audits and Inspections for Each Work Area

| Person(s) Responsible: | Joe Reiss  
                        | Anthony Frisbee  
                        | Anne LeSage  
                        | Melanie Marcaurel  
                        | Strategic Services Lt. |
---|---|---|---|---|---|
**Description:** Each manager is responsible for conducting monthly and annual audits and inspections in their Division. The manager is responsible for creating a five year audit and inspection plan, for their Division that identifies 3-5 audits or inspections that will occur each year. The manager will provide an annual report that identifies the results of audits and inspections that occurred in their Division for the past year.

**Benchmark:**
- Managers will provide an annual summary that identifies the results of the audits and inspections that occurred for their division for the past year and provide to the Chief.

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<th>Status:</th>
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<tr>
<td>Projected Completion Date:</td>
<td>December 2018, 2019, and 2020</td>
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</tbody>
</table>
**Objective #2: Student Mentorship Program**

<table>
<thead>
<tr>
<th>Objective: 2.1 – Develop a Mentorship Program for CSOs and Other UCI Students Who Want To Work In Law Enforcement</th>
<th>Person(s) Responsible: Jamie Park, Cedric Young</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong> UCIPD values the students employed in the Community Service Officer program and its staff implements practices which support the career development of CSO’s. A significant percentage of CSO program graduates seek careers in law enforcement. UCIPD will develop a mentorship program specifically aimed at preparing an attractive entry-level law enforcement candidate. Mentors can be both sworn officers and professional staff.</td>
<td><strong>Status:</strong> In-Progress</td>
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<tr>
<td><strong>Projected Completion Date:</strong> Spring 2019</td>
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<tr>
<td><strong>Benchmark:</strong></td>
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<tr>
<td>• Survey Community Service Officers to determine areas they feel the need for additional law enforcement exposure</td>
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<tr>
<td>• Provide a listing of local (city/county), state, and federal law enforcement opportunities</td>
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<tr>
<td>• Develop training in the application, hiring and background process for law enforcement applicants</td>
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<tr>
<td>• Provide mock oral interview training</td>
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</tbody>
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**Objective #3: Enhanced Internal Communications**

<table>
<thead>
<tr>
<th>Objective: 3.1 – Develop Scheduled Meetings With Supervisors and Managers Throughout the Department to Discuss and Resolve Issues and Concerns</th>
<th>Person(s) Responsible: Jorge Cisneros, Laura Zerda, Joe Reiss, Barbara Barry</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong> Coordinate and implement manager and staff meetings to include Executive team, Sergeant, Supervisors &amp; Managers, Professional Staff, Dispatchers, and All-Hands. Meetings will provide the opportunities for face-to-face exchange of information on Department operations, provide a forum to discuss and resolve issues and concerns, facilitate communications throughout the organization, and celebrate each other’s accomplishments.</td>
<td><strong>Status:</strong> In-Progress</td>
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<td><strong>Projected Completion Date:</strong> May 2018 schedule will be in place</td>
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<tr>
<td><strong>Benchmark:</strong></td>
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<tr>
<td>• Executive Team Meetings – Bi-weekly</td>
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<tr>
<td>• Sergeant/Chief Meeting - Quarterly</td>
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<tr>
<td>• Sergeant Team Meetings (Patrol &amp; Detective Divisions) – Quarterly</td>
<td></td>
</tr>
<tr>
<td>• Administrative Staff Meetings (All Professional Staff, Chief, Assistant Chief) – Monthly</td>
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<tr>
<td>• Dispatcher Meetings - Quarterly</td>
<td></td>
</tr>
</tbody>
</table>
**Objective #1: Crime Prevention**

**Objective: 1.1 – Increase Crime Prevention Awareness within the Community**

**Description:** Crime Prevention is defined as “the anticipation, recognition and appraisal of a crime risk and the initiation of some action to remove or reduce it.” We will proactively analyze the safety risks within our community and develop structured crime prevention campaigns to partner with our community to reduce those risks to support a safe and inclusive campus at both UCI and UCI Health Medical Center.

**Benchmark:**
- Add a FTE Crime Prevention Coordinator for FY 2020
- Analyze community risks and crime trends in order to identify crime prevention awareness campaigns, including focusing on areas to increase foot patrols, offer structured educational programs and public awareness efforts by summer 2018.
- Implement identified crime prevention awareness campaigns as needed by Fall Quarter 2020.

**Status: In-Progress**
**Projected Completion Date: June 2020**

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**Objective #2: Increase Positive Community - Police Engagement**

**Objective: 2.1 – Identify Performance Metrics & Methods for Capturing Community Engagement Data**

**Description:** The UCI Police Department’s mission is centered on the principle of community oriented policing. We are more than enforcers; we are educators and problem solvers who partner with our community to support an inclusive and safe campus. In addition to the generally accepted police performance measures (number of arrests, reports, or response times), it is critically important to effectively identify, encourage, and capture community engagement metrics which support our mission.

**Benchmark:**
- Good community engagement activities/efforts are recognized through commendations, Station 11 magazine, quarterly magazine, and bi-annual awards ceremony.
- Review existing patrol performance measures and recommend enhanced revisions to effectively encourage, acknowledge, and document all performance measures, including community engagement efforts, by our personnel that directly support our mission by summer 2018.

**Status: In-Progress**
**Projected Completion Date: August 2018**
### Objective #3: Develop a UC Irvine Health Public Safety Division

<table>
<thead>
<tr>
<th>Objective: 3.1 – Transition to One Public Safety Model at UCI Health</th>
<th>Person(s) Responsible: Anthony Frisbee</th>
</tr>
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<tbody>
<tr>
<td><strong>Description:</strong> UCI health and UCI Police Department will collaborate to establish one comprehensive Public Safety operations model to further enhance the safety of the medical center community for our patients, visitors, faculty and staff.</td>
<td><strong>Status:</strong> In-Progress</td>
</tr>
</tbody>
</table>
| **Benchmark:**  
  - Create a Service Agreement between UCI Health and UCIPD to define operational responsibilities, working relationships, and fiscal processes.  
  - Transition security personnel to the UCIPD, including Irvine campus human resource and payroll systems.  
  - Develop and employ an enhanced public safety model utilizing Public Safety Ambassadors, Public Safety Officers, and Police Officers to effectively support safety at UCI Health.  | **Projected Completion Date:** September 2018 |

<table>
<thead>
<tr>
<th>Objective: 3.2 – Establish Community Outreach and Engagement at UCI Health</th>
<th>Person(s) Responsible: Anthony Frisbee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong> The UCI Police Department, through its police officers, public safety personnel and employees, will employ a community oriented philosophy through their daily actions and develop community engagement events and programs to partner with the community in supporting safety at UCI Health.</td>
<td><strong>Status:</strong> In-Progress</td>
</tr>
</tbody>
</table>
| **Benchmark:**  
  - Engage with the UCI Health community by joining and actively participating on available committees, such as the Daily Leadership Operations Group, Leadership Forum, Environment of Care, and Workplace Violence Prevention Consultation team.  
  - Provide opportunities for the community to engage with UCI Health Public Safety Division personnel by conducting events to offer throughout the year, such as Coffee with a Cop, Behind the Badge, and Active Shooter presentations.  
  - Create a new Self-Defense & Public Safety Awareness eight week program in collaboration with the UCI Health Human Resource Wellness team.  | **Projected Completion Date:** December 2018 |
Completed Goals

As the Department started down the road of developing a strategic plan, included within the initial set of ideas and collaboration were goals and objectives that were completed before a formal plan could be adopted. These completed goals and objects include:

✓ **Better utilization of social media platforms**
  
  - UCIPD currently utilizes Twitter, Facebook, Nixle, and Instagram to connect with the broader UCI community through posting pictures and stories a couple of times per week. More frequent posts, perhaps daily, will continue to highlight the various activities of the department and inform the campus community of crime data, safety tips, emergency preparedness messaging, training opportunities, and other police department events.

✓ **Organizational chart restructuring**
  
  - Develop a new organizational chart that accurate reflects divisional responsibilities and overall management of the department.
Future Goals

Part of the development of any strategic initiative is putting together an all-encompassing list of ideas towards what will become the eventual plan. In selecting those ideas that make it to the final document, it is important to recognize a priority has to be placed on the number of ideas that become the goals and objectives. While a list of goals and objectives could be infinite, the ability for a finite staff to achieve those goals is not.

It is important to be able to meet the goals and sustain daily operations simultaneously. While this plan sets some significant and challenging goal and objectives, it is important not to lose sight of the ideas that were part of the development of this plan, so they can be revisited as future strategic plans are developed.

- Identify and implement 21st Century Policing model recommendations that have not been included in UCIPD planning and operations, and give consideration to which recommendations should be included
- Determine the need for the development of a list of available resources for defensive tactics training programs and sharing them with the campus community.
- Search for grant funding through government and private sources
- Research establishing a local police foundation
- Conduct research to identify successful mentorship programs in law enforcement agencies
- Determine the need to develop expectations for each employee
- Develop a process to assist supervisors in contributing to the content of the monthly newsletters
- Determine the need for a Peer Support program
- Determine the need and benefits in using Unmanned Aerial Vehicles
- Mobile Data Computer Replacement
- Research Going Paperless in the Workplace
- Inclusion of a New Public Safety Facility in the University’s 10-year plan
- Space Needs Assessment
- Reorganization of work spaces to increase work space efficiency
Evaluation and Accountability

In order to be effective in meeting these goals and objectives while simultaneously meeting our everyday service levels, it will be imperative that this plan is tracked by those responsible for the individual goals and objectives.

Managers will be responsible for documenting the progress of the goals and objectives and providing updates to the executive team at the monthly meetings. This will include if the goal/objective is on track, any unforeseen impacts that may change the timeline, and if adjustments need to be made to the goal/objective.

Once a year, an update of the plan will take place that will include the progress or completion of the individual goals/objectives and the opportunity to add or delete goals/objectives based on ever-changing world of law enforcement and the changes in our community at UCI and the UCI Medical Center needs. Ultimately, this will ensure the group stays on track and continues to move in a positive direction. Following the update, Department personnel will be made aware of any changes or adjustments to the plan.
Team Approach

The development of this plan was a team approach and involved a number of staff members input, hard work and dedication. Just as the development was a team approach, so must the completion of the plan. While each goal/objective has a single person or group responsible for the management and completion, it will be the work of the team that is able to successfully complete the plan and ensure its success in the end.

Jorge Cisneros       Paul Cooper
Anthony Frisbee      Joe Reiss
Anne LeSage          Melanie Marcaurel
Jeniffer Vallejo     Eladio Acuna
Charles Chon         Michael Keller
Robert LeSage        Jamie Park
Jon Sloan            Matthew Mahoney
Christopher Bolano    Roland Chiu
Andrew Lopez         Barbara Barry

“Leadership is the capacity to translate vision into reality.”
Warren G. Bennis