

UPLAND POLICE DEPARTMENT STRATEGIC PLAN

2024-2026



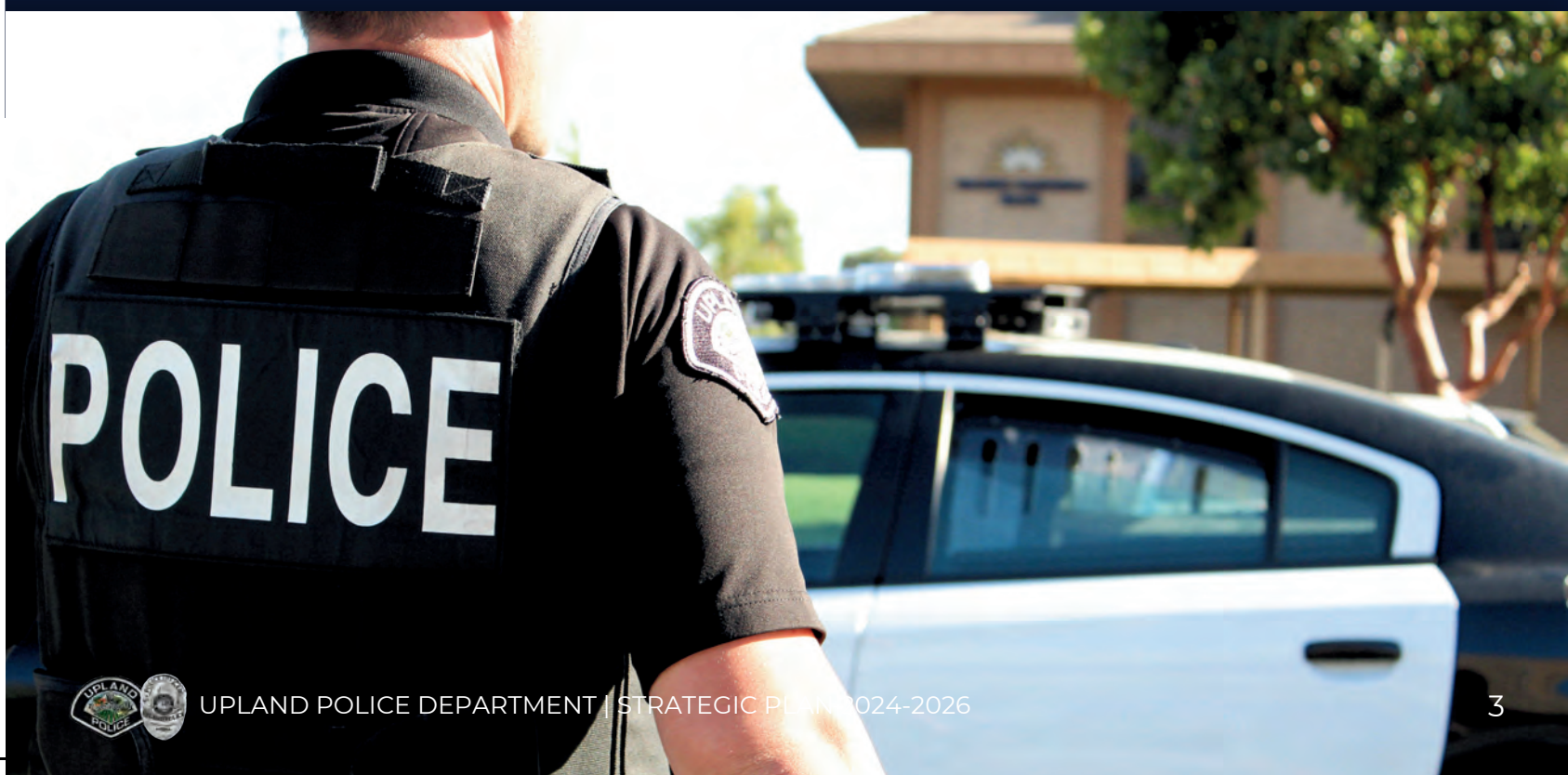
Proud to Serve





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MESSAGE FROM CHIEF OF POLICE

I am pleased to share with you the Upland Police Department's Strategic Plan. This plan represents our collective vision and direction for the future, outlining our goals and priorities as we work together to "Provide Exceptional Public Safety Services" to our community.

Our strategic plan reflects our commitment to excellence, innovation, and continuous improvement. It encompasses key areas such as enhancing the quality of life, increasing our community engagement, enhancing our operational effectiveness, improving our recruitment and retention, and enhancing our employee development and training.

This plan aims to promote trust, transparency, and accountability within our organization. We will invest in technological advancements and resources to achieve our organizational goals and vision of "Providing Exceptional Public Safety Services." Therefore, allowing us to effectively prevent and combat crime while ensuring the safety and security of all our personnel and the public at large.

I encourage everyone to familiarize yourselves with the strategic plan and align your efforts with its objectives. As a valuable member of #TeamUPD, your dedication and professionalism are critical in achieving our goals and making a lasting positive impact on the residents we are "Proud to Serve."

I invite your active participation and feedback throughout the implementation of this plan. Your insights and perspectives are invaluable in shaping our vision, mission, goals, and strategies to ensure their success. Together as #TeamUPD we will overcome challenges, adapt to evolving changes within our profession, and continue to build a team that is responsive, accountable and trusted by our community.

Thank you for your unwavering commitment to our mission. Now, let us move forward with determination, UNITY, and a shared sense of purpose as we navigate on this transformative journey outlined in our strategic plan.

Sincerely,

Marcelo A. Blanco
Chief of Police



ORGANIZATIONAL CHART

CHIEF OF POLICE
Marcelo A. Blanco

**OPERATIONS
DIVISION CAPTAIN**

Sr. Admin.
Assistant

**ADMINISTRATIVE SERVICES
DIVISION CAPTAIN**

**PATROL
OPERATIONS LT.**

**SERGEANTS
(5)**

Patrol Officers
(33)

Police Service
Technicians (4)

**TRAFFIC
SERGEANT (1)**

Motor Officers
(4)

Parking Enforcement
Officer (1)

Cadet (1)

Upland CERT*

**DISPATCH
SUPERVISOR (1)**

Dispatchers F/T
(12)

Dispatchers P/T
(4)

School Resource
Officers (2)

Reserve Police
Officers (4)

Chaplains (3)

**SPECIAL SERVICES
LT.**

Internal Affairs
Investigations*

**RECORDS
SUPERVISOR (1)**

Sr. Records
Specialist (1)

Records
Specialist (5)

Cadets (6)

VIPS (10)

**ANIMAL SERVICES
SUPERVISOR (1)**

Animal Control
Officers (2)

Shelter
Attendants (2)

**QUALITY OF LIFE
TEAM SERGEANT (1)**

IMPACT Team
(4)

Cadet (1)

Homeless
Coordinator (1)

Asst. Homeless
Coordinator (1)

Crime Prevention
Specialist (1)

Code
Enforcement (4)

Park Rangers (2)

**ADMINISTRATIVE
SERVICES LT.**

Personnel and
Training (1)

Background
Investigator P/T (1)

Cadet (1)

Budget
Specialist (1)

Social Media

**DETECTIVE BUREAU
SERGEANT (1)**

Detectives (6)

Civilian
Investigator (1)

Forensic
Specialist F/T (1)

Forensic
Specialist P/T (1)

Property and
Evidence Tech (1)

Crime Analyst (1)

**SPECIAL TEAMS
SERGEANT (1)**

SIU Team(4)

K-9 Team (2)

ORION (1)

Honor Guard*

Explorer
Program*

*These positions are ancillary duties



EXECUTIVE SUMMARY



This strategic plan will use our mission, vision, and values to help guide our decision making in providing police services to the City of Upland. This 3-year plan was developed by department personnel from nearly every rank and position in a collaborative effort to provide a roadmap to Upland PD's ambitious future. This process allows our organization to focus on the challenges and opportunities ahead, and is a flexible document designed to adapt to new law enforcement practices and technologies as they emerge.

As our organization continues to grow and work toward continuous improvement, we will ensure it does so alongside the success of our City Council, City Management, and with stakeholder input.





MISSION STATEMENT

Maintain public order following established ethical and constitutional guidelines, in partnership with the community, to provide a safe and peaceful environment for all.

VISION STATEMENT

To provide exceptional public safety services.

VALUES STATEMENT

We value the members of our organization and our community. We commit to providing exceptional public service with Integrity, Accountability and Teamwork. Together, we are "Proud to Serve."

CORE VALUES

Integrity – We are committed to performing our duties with professionalism, moral character and honor.

Accountability – We take pride in being responsible for our actions, our duty to the community, and each other.

Teamwork – We recognize the success of our organization relies on the collaborative effort of our team and our community.



DEPARTMENT GOALS

1 Quality of Life

2 Community Engagement

3 Operational Effectiveness

4 Recruitment and Retention

5 Employee Development and Training



1 QUALITY OF LIFE



Patrol Officers are the foundation of maintaining safety, security, and the quality-of-life Upland is known for. To further support our City's continued reputation as a desirable place to live, work, and visit, UPD utilizes a full-time IMPACT Team, Code Enforcement Team, and the Traffic Enforcement Unit to achieve these objectives.

In the last five years, we have fully staffed our IMPACT Team which is now made up of three Officers, one Corporal, one Sergeant, and one full-time Homeless Coordinator who assists with city, county, and state services for homeless assistance and housing. By the start of 2024, the IMPACT Team will have added a newly-budgeted Crime Prevention Officer, Homeless Coordinator Assistant, and Park Rangers to assist us with achieving our department's mission to enhance the quality of life in Upland.

In addition, we have fully staffed our Code Enforcement Team that is made up of four full-time Code Enforcement Officers. Under the department's leadership, Code Enforcement aggressively addresses health, safety, and blight concerns to ensure our community members have a sense of pride in where they live, work, or visit. The Code Enforcement Team implemented new software that has streamlined the process for reporting, documentation, and dispositions.

Lastly, we now have a fully staffed Traffic Unit which is comprised of one Sergeant, four Motorcycle Officers, one Police Cadet, and one Parking Enforcement Officer. Assigning Police Cadets to different units within the department has helped increase the efficiency of those units (Quality of Life, Personnel & Training, and Traffic). In 2023, the Traffic Unit obtained five new grant-funded traffic display signs that will be placed in strategic locations to increase traffic safety, and has maintained continued success with grant funded DUI checkpoints, Traffic Enforcement operations, and equipment purchases.





Objective 1: Addressing homelessness in our community

- Action Item 1.1.1 Collaboration between our IMPACT Team, full-time Homeless Coordinator, our in-house Triage Engagement and Support Team (TEST), and Community Crisis Response Team (CCRT) to address issues such as mental health assessment and assistance, substance abuse relapse prevention, crisis intervention, and housing resources.
- Action Item 1.1.2 The IMPACT Team will measure the successes of AI 1.1.1 by keeping statistics on services offered, treatment and housing successes, and number of enforcement actions taken.
- Action Item 1.1.3 Hiring and training of the newly-budgeted Homeless Coordinator Assistant.
- Action Item 1.1.4 Ensure the IMPACT Team spends at least 50% of their work week in the field, while balancing the multifaceted duties involved with the position.

Objective 2: Addressing unlawful businesses, community health and safety concerns, and blight issues in our community

- Action Item 1.2.1 Collaboration between the IMPACT Team, Code Enforcement, Burrtec, graffiti removal service, and City services to address observed or reported blight.
- Action Item 1.2.2 Effectively shut down illegal businesses through collaboration with IMPACT, Code Enforcement, the City Attorney, the Building Inspector, and utilize administrative actions on responsible parties.



Action Item 1.2.3

Continued education and compliance for street vendors. Education, resources, and enforcement on unkept properties and public nuisance matters. This collaborative effort will be through Code Enforcement and City services.

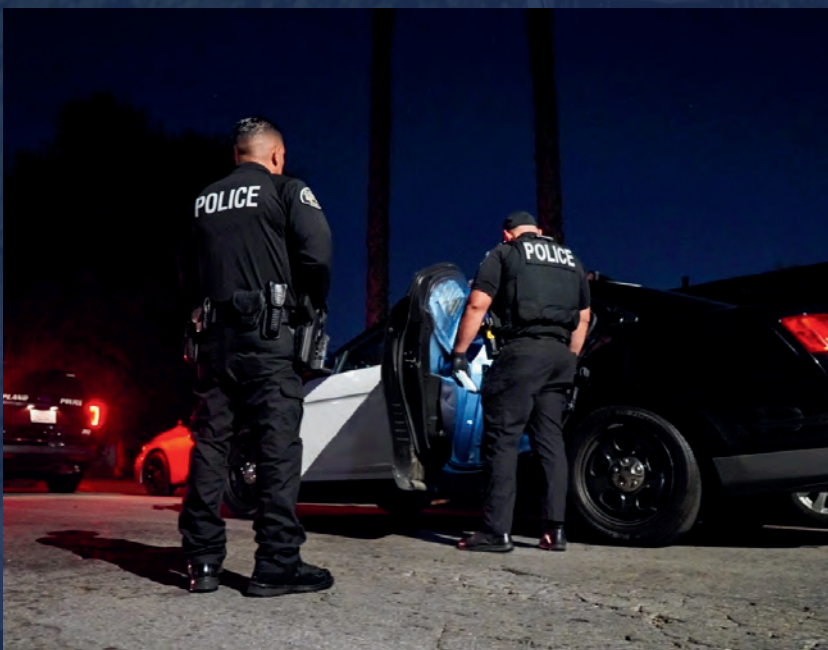
Action Item 1.2.4

Hiring and training of the newly budgeted Park Rangers.



Objective 3: Making our roads safer by reducing traffic violations and collisions

- Action Item 1.3.1 Conduct a traffic safety study to ensure proper motor officer deployments.
- Action Item 1.3.2 Address traffic safety through education, engineering, and enforcement.
- Action Item 1.3.3 Explore feasibility of overtime for directed enforcement details on Quality of Life issues.
- Action Item 1.3.4 Propose to City Council additional funding for one full-time sworn Traffic Enforcement Officer.
- Action Item 1.3.5 Explore feasibility and funding for an additional full-time DUI Officer.





2 COMMUNITY ENGAGEMENT

The Upland Police Department is highly active on social media. We use this platform to directly connect with our community. Our department has active accounts on Instagram, Facebook, and Twitter where we provide information on crime, safety, services, and details about community events involving our department – giving the community an opportunity to interact with us.

In the last five years, we have had continued success with our growing Explorer Program, Citizens Academy, social media following and engagement, community events (Tip/Shop/Coffee with a Cop, Read Across America, National Night Out, Ride to Live, Know Your Limit, UPD Open House, online parental guidance courses, etc.), and the expansion of the School Resource Officer (SRO) program with a second officer being added in 2023.



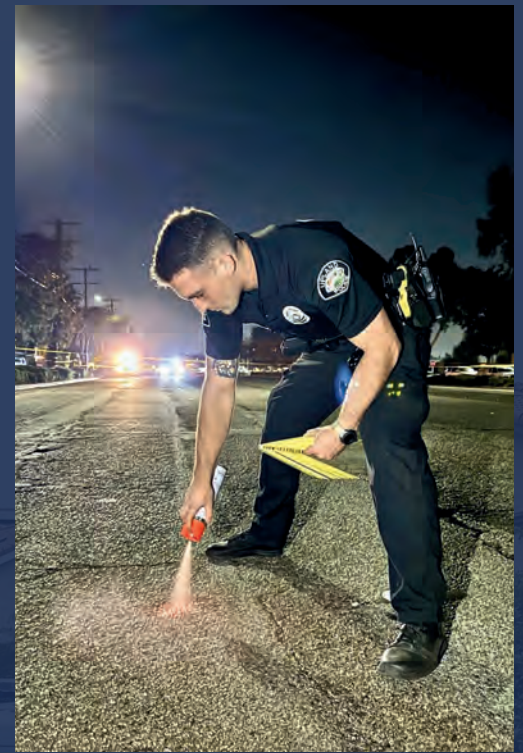
Objective 1: Increase opportunities for community interaction and engagement

- Action Item 2.1.1 Hiring and training the newly-budgeted Community Relations/Crime Prevention Officer.
- Action Item 2.1.2 Increase our engagement on our social media platforms, and enhance content quality and capability of the social media program.
- Action Item 2.1.3 Ensure social media commentary is monitored by the Social Media Team for adherence to guidelines, and to gather feedback on community concerns.
- Action Item 2.1.4 Evaluate the success of the Spidr Tech CAD feedback system, increased downtown presence, and foot patrols.





3 OPERATIONAL EFFECTIVENESS



Within the last five years, Upland PD has made notable strides with improving our operational effectiveness relating to staffing, training, equipment, and resources. These operational improvements have direct benefits to our collective staff with our increased effectiveness, efficiency and capability, and in turn, benefits the community by allowing us to stand ready for any challenges that arise.

A few of our notable accomplishments include the re-establishment of our SWAT Team, the acquisition of our grant funded Armored Rescue Vehicle (ARV), development of our Crisis Negotiation Team, the development of our Drone Team, implementation of a pre-academy training program to ensure recruit success, and brought on "960" part-time staff to supplement tasks in the administrative or operations divisions. In an effort to reduce the amount of time officers spend booking arrestees into jail, we have contracted with a jail transport service and purchased a prisoner transport van.

Lastly, we have used technology as a force multiplier to both simplify outdated practices and enhance our investigative ability. Using federal funding, we expanded our ALPR program using both Vigilant Solutions and Flock Safety Technology, utilize AFR software, have up-to-date body worn cameras, issued each sworn employee and Police Service Technicians department cell phones, and use LEFTA System Software for field training documentation, unit damage reporting, use of force reporting, pursuit reporting, and RIPA reporting.



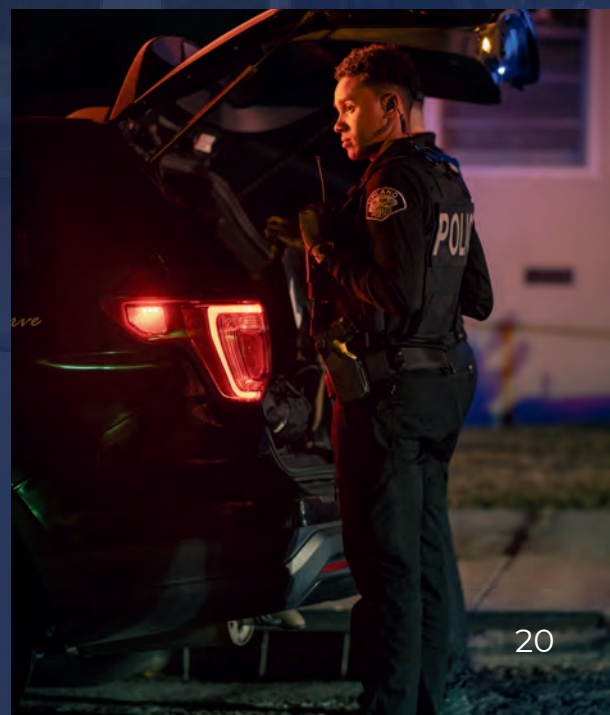


Objectives 1: Fiscal goals and projections

- Action Item 3.1.1 Seek continued grant funding for the traffic division.
- Action Item 3.1.2 Seek continued grant funding for alcohol/tobacco enforcement.
- Action Item 3.1.3 Seek grant funding for a mobile command center; estimated cost of \$350k.
- Action Item 3.1.4 Request annual budget funding for SWAT expenses; \$100k. This funding is for equipment procurement, equipment replacement, training, and call-outs.
- Action Item 3.1.5 Explore feasibility and funding for a tracking bloodhound K9 (3rd dog).

Objective 2: Ensure practices and procedures maximize efficiency to improve effective performance across all divisions

- Action Item 3.2.1 Consistency in practice and protocols (among shifts).
- Action Item 3.2.2 Ensure monthly staff meetings that include a Police Officer Association (POA) representative.
- Action Item 3.2.3 Continue open bi-directional communication between command staff and line personnel.
- Action Item 3.2.4 Annual review of law enforcement best practices across all divisions.
- Action Item 3.2.5 Review and eliminate outdated practices / forms.
- Action Item 3.2.6 Install network scanner at the downtown substation.
- Action Item 3.2.7 Explore dictation service for reports (Dragon Fly).
- Action Item 3.2.8 Evaluate calls for service, caseloads, and other data to determine if staffing and resource allocation is appropriate for desired levels of service.
- Action Item 3.2.9 Hiring and training the newly budgeted Community Relations/Crime Prevention Officer to alleviate tasks assigned to IMPACT.



4 RECRUITMENT AND RETENTION

Over the last five years, the City of Upland and Upland PD have had successes with offering current employees a bonus for successful recruitment of new personnel, have utilized social media for announcing job openings, offer competitive pay scales, implemented a tattoo policy (allowing tattoos), implemented a pre-academy training program to ensure recruit success, and have developed an accelerated lateral Field Training Officer (FTO) period for lateral officers (dependent on patrol experience).

Objective 1: Using innovative methods to attract and retain personnel across all divisions

- Action Item 4.1.1 Ensure no positions are frozen.
- Action Item 4.1.2 Fill all professional staff vacancies.
- Action Item 4.1.3 Develop and implement formal succession planning.
- Action Item 4.1.4 Expand specialized details (SANCATT, FBI Task Force, DEA, etc.).
- Action Item 4.1.5 Propose to City Council additional funding for officers mentioned in sections:
 - Full-time Traffic Officer position
 - Full-time DUI Enforcement Officer
 - 3rd K9 Officer
- Action Item 4.1.6 Ensure employee recognition/appreciation.
- Action Item 4.1.7 Explore facial hair approval to mirror regional agencies (Montclair, Claremont, Pomona, Chino, Rialto, Colton, etc.).
- Action Item 4.1.8 Update the PD webpage so it is modern and in-line with our image/branding.





5 EMPLOYEE DEVELOPMENT AND TRAINING

The Upland Police Department is committed to the development of our personnel and believes in continued learning. In addition to the in-house training provided, we advocate for our personnel to attend advanced training classes to enhance their personal development, ensure best (and up to date) practices are being taught and used, and believe it lays a positive foundation for successful succession planning.

Objective 1: Identification of professional development needs, pathways to bridge performance gaps to facilitate growth, and highlighting employee strengths and aspirations to support future success

- Action Item 5.1.1 Identify division specific training needs (unit supervision assessment).
- Action Item 5.1.2 Ensure professional staff attend training seminars and conferences.
- Action Item 5.1.3 Explore a formal mentoring program.
- Action Item 5.1.4 Develop and implement formal succession planning.
- Action Item 5.1.5 Develop staggering of transitional periods for new assignments/promotions.
- Action Item 5.1.6 20% increase in the department’s training budget.





Upland Police Department
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 @UplandPolice

 Upland Police Department

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