

# TOWN OF PARADISE VALLEY

## Police Department Strategic Plan



# PD Strategic Plan

## Purpose

- Review & Discuss
- Does it have the elements desired?
- Are there clarifications needed?



# Key Information

In 2013, the Mayor's Task Force on Public Safety recommended that the Paradise Valley Police Department complete a five year strategic plan that would help guide policy makers and town leaders to effectively:

1. Monitor service levels and quality of service
2. Provide a blueprint for sustainment of human resources, capital, and technology



# Historical Information

- During 1<sup>st</sup> Quarter of 2013, Mayor LeMarr convened the Mayor's Task Force on Public Safety.
- Mayor's TF on Public Safety
  - Comprised over 50 residents
  - Made suggestions about the delivery of law enforcement service in Paradise Valley.



# Recommendation from PSTF

- Create a Five Year Community Policing Strategic Plan
  - Plan should develop:
    - Specific goals and objectives
    - Timelines for implementation
    - Technologies required
    - Measures to evaluate program or policy



# Recommendations from PSTF

- Create a Five Year Community Policing Strategic Plan (continued)
  - Plan should identify:
    - Crime prevention programs
    - Community outreach practices and police to be implemented
  - Plan's intention should be to:
    - Evaluate current police practices
    - Develop proactive measures to promote safety

# Strategic Plan History

- In 2013, BDO, LLP contracted
- In early 2014, BDO, LLP and Town Staff developed, reviewed and revised a plan.
- Plan was presented to Town Council in June 2014



# Strategic Plan History

- Town Council requests from BDO Strategic Plan
  - Revise to include implementation dates.
  - Revise to include performance metrics in order that success could be measured.
  - Asked for more specific information about one of the technology programs.
- That Strategic Plan was never adopted by the Town Council.





# Strategic Plan Process

- During his tenure as Director, Larry Ratcliff began work on a strategic plan for the PVPD.
- Director Ratcliff process:
  - Reviewed PSTF Report
  - Reviewed General Plan 2012
  - Sought input from the community
  - Sought input from the employees
  - Sought input from the town staff



# Strategic Plan Process

- Director Ratcliff set Mission, Vision and Values based on inputs.
- In August 2015, revised goals submitted to the Advisory Committee on Public Safety (ACOPS).
- In October 2015, performance measurements drafted and voted on by ACOPS .



# Strategic Plan Process

- In October 2015, tactics and descriptions based on each goal, assigned responsibility, and completed measurements for each initiative.
- In November and December 2015, ACOPS members review entire plan.
- January 2016, ACOPS votes to approve Strategic Plan.



# Strategic Plan

- What do we do?
  - Mission and Vision Statements
- How do we do it?
  - Core Values
    - Six core values



# Strategic Plan

- Why do we do this?
  - Goals
    - Five Goals to achieve



# Strategic Plan Goals

- **Goal 1:** Reduce Crime and the Fear of Crime
- **Goal 2:** Encourage Community Empowerment
- **Goal 3:** Develop and Empower Department Personnel
- **Goal 4:** Incorporate Technology into the Department
- **Goal 5:** Review and Improve Work Product



# Strategic Plan Goals/Initiatives

- **Goal 1: Reduce Crime and the Fear of Crime (17 Initiatives)**
  - *Examples include:*
  - **Traffic Management:** *Improve public safety by reducing collisions and speed throughout Town by use of effective patrols and improved technology.*
  - **Theft and Burglary Reduction:** *Reduce open and unlocked doors, keys left in vehicles and increase the use of home alarms through crime prevention training.*
  - **Crime Analysis and Mapping:** *Using Police Department CAD/RMS, identify trends, potential problem areas and implement effective response plans.*



# Strategic Plan Goals/Initiatives

- **Goal 2: Encourage Community Empowerment (12 Initiatives)**
  - **Examples include:**
  - **Community Survey:** *Conduct annual citizen survey to measure how the community feels about the PD and public safety. The first citizen surveys were sent out with the Town's January water bills.*
  - **Crime Victim Response letter and Survey:** *Send letter and surveys to crime victims to determine how the Department responded to their criminal incident.*
  - **Detective Information and Case Status to Crime Victims:** *CIU detectives will contact crime victims by phone and follow-up letter to keep the victim advised about the current status of their case.*





# Strategic Plan Goals/Initiatives

- **Goal 3: Develop and Empower Department Personnel (7 Initiatives)**
  - **Examples include:**
  - **Department Training:** *Provide Annual in-service training for all personnel to ensure they are properly trained to safely and effectively perform all the functional requirements of their job.*
  - **Volunteer Training Program:** *Develop and provide regular training of citizen volunteers to ensure they are properly trained to safely and effectively perform their mission.*
  - **Department General Orders and Procedures:** *Annually, review and update the Departments Policies, Orders and procedures. January – March, 2016 all Department policies will be reviewed.*



# Strategic Plan Goals/Initiatives

- **Goal 4: Incorporate Technology into the Department (10 Initiatives)**
  - *Examples include:*
  - **Electronic Ticketing and Collision Reporting:** *Electronic transmission of traffic citations and collision reports to the courts and the State. Program developed in partnership with Finance (IT) and Town Court.*
  - **Traffic Safety and Enforcement:** *Implement technology to enhance traffic safety and provide officers with the tools necessary to enforce traffic laws. Technologies currently in use are photo speed and red light enforcement and mobile/stationary radar in the patrol cars.*
  - **Community Safety:** *Implement technology to enhance community safety, reduce fear of crime and assist investigations. Technologies currently in use are Smart911, LeadsOnline, mobile and fixed license plate readers (LPRs).*



# Strategic Plan Goals/Initiatives

- **Goal 5: Review and Improve Work Product**
  - *Examples include:*
  - ***Minimize Response times:** Monthly conduct a review of dispatch and response times to ensure calls are recorded, dispatched and responded to in an appropriate time for communications and patrol.*
  - ***False Alarm Reduction:** Develop strategies to reduce the number of residential false alarms.*
  - ***Performance and Effectiveness:** Annually, review the effectiveness of the Department's patrol deployment strategies, investigations, crime analysis, and community engagement.*



# Nine Performance Measures

- **Reported Crime**
- **Citizen Calls for Service and Response Data**
- **Investigations and Case Management**
- **Crime Prevention**
- **Alarm Activity**
- **Citizen Survey**
- **Internal Department Survey**
- **Community Engagement**
- **Community Outreach**



# Questions?

