Retreat

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Where Values Make The Difference

MEMORANDUM **Police Department – Memo 2015-019**

DATE: FEBRUARY 3, 2015

TO: MAYOR AND COUNCIL

THRU: RICH DLUGAS, CITY MANAGER RD
MARSHA REED, ASSISTANT CITY MANAGER MR

FROM: SEAN E. DUGGAN, CHIEF OF POLICE SD

SUBJECT: POLICE DEPARTMENT STRATEGIC PLAN

Please find attached copies of the Police Department's Strategic Plan 2015-2020. Our new plan is a single guiding document that identifies the organization's priorities and represents our vision for the future.

The plan contains our new mission and vision statements and demonstrates our commitment to address community concerns through an insightful examination into emerging issues. It establishes our responsibility to our employees to develop their abilities and skills to meet the challenges of 21st century policing.

The five main goals, (1) Prevent Crime, (2) Provide Effective Police Services, (3) Develop, Strengthen, and Sustain Partnerships, (4) Develop Personnel, (5) Enhance Infrastructure, are supported by various objectives and strategies and are listed in the plan.

If you have any questions or comments, please do not hesitate to contact me.

Chandler Police Department

2015 Strategic Plan

Mission Statement

To provide a safe community where people can live, work, and thrive.

Vision Statement

The Chandler Police Department is committed to being a world-class leader in law enforcement. We will pursue and engage the best trained, equipped, and committed professionals who demonstrate the highest standards of performance and best policing practices in partnership with the community.

Goals

1. Prevent Crime
2. Provide Effective Police Services
3. Develop, Sustain and Strengthen Partnerships
4. Develop Personnel
5. Enhance Infrastructure

Goal #1

Prevent Crime

Preventing crime is the primary mission of policing. Crime prevention promotes the health and welfare of a community instead of merely curing its ills (crimes). It reduces the threat of crime on the front end and enhances the sense of security and quality of life within the community.

Goal #1

Prevent Crime

1. *Enhance crime fighting strategy*
2. *Reduce victimization*
3. *Enhance traffic safety*

Goal #2

Provide Effective Police Services

We are committed to ensuring Chandler remains a safe community by employing the best practices in law enforcement to meet the challenges of 21st century policing.

Goal #2

Provide Effective Police Services

1. *Enhance forensic capabilities*
2. *Enhance investigative services*
3. *Enhance Field Operations services*
4. *Evaluate staffing needs*
5. *Evaluate program effectiveness*
6. *Enhance Communications Section services*

Goal #3

Develop, Sustain and Strengthen Partnerships

We realize in order for us to be successful, we must have the confidence, support and respect of the people who live and work in our community. We are committed to developing and maintaining partnerships with the community, with our internal City partners and with our regional and national public safety partners.

Goal #3

Develop, Sustain and Strengthen Partnerships

1. *Continue/Strengthen interagency cooperation*
2. *Increase community input and outreach*
3. *Enhance customer service*
4. *Increase proactive media presence*

Goal #4

Develop Personnel

We will provide the best equipped, and most highly trained and committed employees to help meet the needs of our community.

Goal #4

Develop Personnel

1. *Establish professional development opportunities*
2. *Enhance employee training program*
3. *Develop recruitment and retention plan*
4. *Facilitate employee participation*

Goal #5

Enhance Infrastructure

We will focus on implementing our Facilities Master Plan initiatives and emerging technologies.

Goal #5

Enhance Infrastructure

1. *Formalize and prioritize police technology strategy*
2. *Implement facilities master plan*

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911

3.1.3 Identify regional, state and national initiatives to prevent crime

3.1.4 Establish shared initiatives with the Fire, Health and Medical Department

Objective #2: Increase Community Input & Outreach

3.2.1 Explore revitalization of the business liaison program

3.2.2 Enhance partnership with Downtown Chandler Community Partnership to address and prevent crime

3.2.3 Explore participation in the development review process

3.2.4 Develop best practices for community outreach by district commanders

3.2.5 Explore possibilities of increasing presence in elementary schools

3.2.6 Explore establishment of a Citizens' Academy Alumni Association

3.2.7 Establish community focus group

3.2.8 Increase Police Department integration in neighborhood revitalization process

3.2.9 Increase interaction with community faith-based organizations

Objective #3: Enhance Customer Service

3.3.1 Evaluate methodologies for improving response times (Dispatch and Patrol)

3.3.2 Support Citywide customer service plan

3.3.3 Strengthen internal relationships

3.3.4 Explore opportunities to enhance internal communications through PIO

3.3.5 Explore expansion and utilization of volunteers, reserves and interns

Objective #4: Increase Proactive Media Presence

3.4.1 Develop and implement a social media strategy for both internal and external use

3.4.2 Continue to develop and improve info sharing with the PIO

3.4.3 Develop Media Relations Unit plan

GOAL 4: Develop Personnel

Objective #1: Establish Professional Development Opportunities

4.1.1 Develop mentoring program for leadership and specialties

4.1.2 Develop and implement succession planning for all employees

Objective #2: Enhance Employee Training Program

4.2.1 Identify division-specific training needs

4.2.2 Expand training topics and opportunities for personnel

4.2.3 Enhance diversity, special needs and cultural awareness training programs for all employees

4.2.4 Train all police employees on proactive policing and intelligence-led policing strategies.

4.2.5 Create and implement a sworn structured "Officer-In-Charge" (OIC) program

4.2.6 Implement incident management training

4.2.7 Explore expansion of rifle and other firearm programs

4.2.8 Explore other options for tactical training

4.2.9 Educate personnel about available mental health resources

4.2.10 Explore expansion of sergeant FTO program

Objective #3: Develop Recruitment and Retention Plan

4.3.1 Revitalize recruitment program (civilian and sworn)

4.3.2 Develop retention plan (civilian and sworn)

4.3.3 Plan for future vacancies

Objective #4: Facilitate Employee Participation

4.4.1 Ensure input from employees concerning dress code policy revisions

4.4.2 Provide opportunities for RBO process to be considered when implementing strategic goals

GOAL 5: Enhance Infrastructure

Objective #1: Formalize and Prioritize Police Technology Strategy

5.1.1 Establish Police Technology Oversight Committee to scale projects

5.1.2 Consolidate and update legacy systems and databases

5.1.3 Enhance relationship with other technology partners

5.1.4 Identify and implement new technologies to improve policing functions

5.1.5 Explore Next Generation 911 technologies

5.1.6 Establish a process for continual identification and prioritization of technology needs

Objective #2: Implement Facilities Master Plan

5.2.1 Construct a joint Police/Fire Public Safety Training Facility

5.2.2 Determine CIB workplace expansion; ensure end-user input in master plan

5.2.3 Relocate SAU to Fire Station 1 and existing lab bays to larger SAU bays at Pecos facility

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Chandler · Arizona
Where Values Make The Difference

Courage
Pride
Dedication

Chandler Police Department
Strategic Plan 2015-2020

Mission Statement:
To provide a safe community where people can live, work, and thrive.

A Message from the Chief

As Chief of Police, I am pleased to introduce our Department's 2015 to 2020 Strategic Plan. Our new plan is a single guiding document that identifies the organization's priorities and represents our vision for the future. The plan includes elements of our previous strategic planning document, employee contributions, and Relationship by Objectives (RBO) participation. Additionally, we conducted a community forum to gain input from the community and incorporate their ideas.

The plan contains our new mission and vision statements and demonstrates our commitment to address community concerns through an insightful examination into emerging issues. It establishes our responsibility to our employees to develop their abilities and skills to meet the challenges of 21st century policing.

The objectives and strategies highlighted in this plan are designed to support our five principal goals:

- Prevent crime: Preventing crime is the primary mission of policing. Crime prevention promotes the health and welfare of a community instead of merely curing its ills (crimes). It reduces the threat of crime on the front end and enhances the sense of security and quality of life within the community.
- Provide effective police services: We are committed to ensuring Chandler remains a safe community by employing the best practices in law enforcement to meet the challenges of 21st century policing.
- Develop, strengthen and sustain partnerships: We realize in order for us to be successful, we must have the confidence, support and respect of the people who live and work in our community. We are committed to developing and maintaining partnerships with the community, with our internal City partners and with our regional and national public safety partners.
- Develop personnel: We will provide the best equipped, and most highly trained and committed employees to help meet the needs of our community.
- Enhance infrastructure: We will focus on implementing our Facilities Master Plan initiatives and emerging technologies.

A review and prioritization process will occur annually, and an entirely new plan will be constructed in 2020.

I encourage you to review our Strategic Plan initiatives, which reaffirm our commitment to proactively and responsively provide police services that enhance safety and the quality of life in the City of Chandler.

Sean Duggan
Chief of Police

Vision Statement

The Chandler Police Department is committed to being a world-class leader in law enforcement. We will pursue and engage the best trained, equipped, and committed professionals who demonstrate the highest standards of performance and best policing practices in partnership with the community.

GOAL 1: Prevent Crime

Objective #1: Enhance Crime Fighting Strategy

1.1.1 Increase visibility of police throughout our community
1.1.2 Set "crime deterrent objectives/direction" by precinct through outreach, constituent issues and resident contact
1.1.3 Engage in offender based initiatives
1.1.4 Enhance crime prevention programs
1.1.5 Explore and implement technology that will assist with crime prevention efforts (i.e. parking lot cameras, social media)
1.1.6 Develop culturally diverse and/or culture specific crime prevention strategies
1.1.7 Provide crime prevention training for all officers in Advanced Officer Training
1.1.8 Empower patrol officers to identify and develop solutions to beat-specific issues
1.1.9 Enhance intelligence capability
1.1.10 Enhance crime analysis capabilities
1.1.11 Implement directed enforcement initiatives
1.1.12 Continue to enhance Crime Suppression Meetings
1.1.13 Review and enhance Crime Prevention Officer role and function

Objective #2: Reduce Victimization

1.2.1 Address unique crime prevention needs associated with diverse populations within Chandler
1.2.2 Work with visitor attractions and hotels to prevent tourist-related crimes
1.2.3 Enhance partnership with City to address concerns surrounding aging neighborhoods
1.2.4 Identify current and emerging crime trends in the business community, and develop proactive strategies to prevent them
1.2.5 Establish relationships with retailers (super centers, mall, downtown)
1.2.6 Continue to partner with schools to identify and address crime prevention needs

Objective #3: Enhance Traffic Safety

1.3.1 Promote overall traffic safety and reduction in accidents
1.3.2 Utilize grant funding to continue outreach program to reduce alcohol related DUI's

GOAL 2: Provide Effective Police Services

Objective #1: Enhance Forensic Capabilities

2.1.1 Develop new laboratory capabilities
2.1.2 Explore expansion of the laboratory's analytical capabilities
2.1.3 Explore methods to enhance service efficiencies
2.1.4 Maximize staff capabilities through training and education

Objective #2: Enhance Investigative Services

2.2.1 Strengthen partnership between the Criminal Investigations Bureau and Patrol
2.2.2 Evaluate services provided by Criminal Investigations Bureau
2.2.3 Develop a Repeat Offender Unit
2.2.4 Enhance homeland security and Terrorism Liaison Officer (TLO) program
2.2.5 Develop a Vice/Human Trafficking Unit

Objective #3: Enhance Field Operations Services

2.3.1 Establish a Neighborhood Response Team (NRT)
2.3.2 Explore development of a second bicycle team
2.3.3 Enhance video surveillance technology capabilities
2.3.4 Expand online report capabilities
2.3.5 Evaluate impact of downtown revitalization
2.3.6 Evaluate investigative follow-up procedures
2.3.7 Review street "hard closure" equipment needs and allocation

Objective #4: Evaluate Staffing Needs

2.4.1 Conduct a workload allocation and deployment study dependent upon technology support
2.4.2 Review staffing ratios (sworn & civilian)
2.4.3 Deploy personnel to maximize effectiveness

Objective #5: Evaluate Program Effectiveness

2.5.1 Develop and implement program evaluations – continuous assessments of effectiveness

Objective #6: Enhance Communications Section Services

2.6.1 Evaluate current "Code-20" policy regarding duress signals
2.6.2 Explore development of standard call-sign designators

GOAL 3: Develop, Strengthen, and Sustain Partnerships

Objective #1: Continue/Strengthen Interagency Cooperation

3.1.1 Assess and identify relationships with regional law enforcement agencies relationships
3.1.2 Continue to enhance technology partnerships with the law enforcement community and other stakeholders