



Paradise Valley Police Department

COMMUNITY POLICING

STRATEGIC PLAN

FY2019-2024



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Introduction

The Department's Community Policing Strategic Plan is meant to be the cornerstone of a long-term effort to ensure the Department will continue to provide high quality police services, programs and community security for the citizens of Paradise Valley, Arizona. The Plan is not intended to be a set of specific instructions for building community safety or reducing crime. This Strategic Plan is a blueprint intended to establish crime prevention programs as central to the Police Department's mission. It should integrate crime prevention concepts, long term planning, effective programs and fiscal support into the fabric and culture of the Police Department, Town Management and the Town's citizens.

The Plan identifies the tactics and programs the Police Department will implement to further effectiveness and to incorporate these programs into the Department's philosophy. It will also define the direction and changes the Police Department will implement to fulfill our goals. The changes made and actions to be taken work to define the Department's performance and will be measured.

The Plan incorporates community involvement into many of the tactics and programs identified which depends upon the Town's citizens to be actively involved in helping to reduce crime. First the Plan creates five specific community-driven goals. Second, the Plan identifies a number of specific tactics and strategies, each linked to one of the five goals. Lastly, the Plan identifies performance measures that seek community input and employee input as well as crime and investigations data developed from the Police Department's new CAD/RMS system.

Implementation

Most of the programs and tactics identified in the Strategic Plan will be easily incorporated into the Department's operations without policy changes or increases to the operating budget. However, there may be portions of the Strategic Plan that require the development of a separate plan detailing the processes, associated costs, timelines, policy changes and responsible Department members necessary for program implementation.

A significant influence on the implementation of the Plan will be the Department's budget and the Town Council decisions regarding budget requests. Many of the tactics and programs suggested in the Plan will not require additional staffing or special funding; however, there are some programs that will need funding beyond the Department's current budget. The implementation plan will identify those programs in the Strategic Plan requiring additional funding which will be provided to Town Council for their review and action.

Influences on the Strategic Plan

In addition to the Department's budget, there are other factors that influence the Plan's direction, including the Department staffing and size, Town Government, State and Federal law, and citizen expectations. Each of these factors was considered as the Department developed the Strategic Plan and will continue to have an impact on the changes to the plan in the years ahead.

While there are many factors that influence the development of the Plan, a very significant impact is the Mayor's Task Force on Public Safety (2013). Significantly, the Task Force included many of the Town's elected officials as well as numerous Town residents. The Task Force was created in response to citizen's concerns about the impact of recent budget and staff reductions to the Department and its effectiveness and ability to provide for public safety. The focus of the Task Force was primarily on Police operations and how the Department is able to meet community expectations.

In its final document, the Mayor's Task Force on Public Safety produced a report with six key recommendations:

- Improve crime prevention and community outreach staffing.
- Increase patrol staffing, officer visibility and problem solving.
- Implement effective crime prevention strategies.
- Develop a rolling Five-Year Strategic Plan.
- Establish community outreach practices and policies.
- Update and implement up-to-date core technologies.

The Department recognizes the value and importance of each recommendation and has worked to implement them as quickly as possible. The Department is still working to implement some elements for each recommendation; however, many have already been implemented or are close to being fully implemented. For example:

- Authorized patrol level staffing has been increased.
- The Department now has a Community Resource Officer.
- An Administrative Lieutenant position has been created and staffed.
- Much of the new technology has been purchased and installed.
- Policies and procedures on the new technology have been completed and training is on-going.
- Substations have been opened to increase officer visibility within their beat.

Our Purpose:

Mission, Vision, and Values

OUR MISSION: *Provide high quality police services to our community, reduce crime and the fear of crime, and by working with all citizens, to preserve life, protect property, promote individual responsibility and encourage community involvement.*

We will accomplish our mission by:

- Always striving to exceed community expectations.
- Recruiting, training and retaining high quality employees.
- Valuing human rights and diversity.
- Providing high quality, responsive and effective police services.
- Building lasting relationships with the community that foster trust.

OUR VISION: *Maintain strong Police-Community partnerships, to keep our neighborhoods crime free and to eliminate fear of crime in our community.*

OUR CORE VALUES

The Town of Paradise Valley has adopted a set of seven Core Values. They are *Professionalism, High Quality Customer Service, Teamwork, Respect, Accountability, Transparency and Respect for Town Heritage*. The Plan has incorporated these into a set of Core Values unique to our community policing philosophy.

- ***Service to Our Community:*** Service to our community is our daily obligation. We are unwavering in our dedication to serve and protect our citizens. We partner with residents and businesses within our community to identify and address issues which affect public safety and neighborhood livability.
- ***Reverence of the Law:*** We are sworn to obey, uphold and enforce the law. We must always treat that as a privilege and employ integrity in the use of responsibility and authority entrusted to us.
- ***Commitment to Leadership:*** The Paradise Valley Police Department will be a leader in law enforcement, inspiring respect for us and admiration for the Department. Accordingly, every employee of the Department needs to be a leader in his or her own area of expertise and responsibility. Our mission, vision and core values must become part of our day-to-day lives and guide our thinking, decision making and judgment.
- ***Integrity and Ethics in All We Do:*** Integrity is the foundation for every task, decision and action we undertake. We always conduct ourselves in a manner that brings honor to the Department, the Town of Paradise Valley and ourselves. We are committed to the highest standards of honesty and ethical behavior.
- ***Respect for People:*** We serve all citizens equally with fairness, dignity and respect. We value the cultural diversity of our community. We empower our employees to fulfill their responsibilities with knowledge, creative problem solving and discretion. We are committed to developing our employees to their fullest potential and creating opportunities for continuous growth and achievement.
- ***Effective Communication and Transparency:*** Our effectiveness as an organization is dependent on our ability to communicate effectively. Within the Department as well as outward to the Community, our communication and information sharing must be open, honest, timely and transparent.

Our Goals

Goal 1: Reduce Crime and the Fear of Crime

The reduction of actual crime and providing for citizen safety in the community is the primary reason we exist as an organization. In addition to actual crime, the fear of crime and victimization can have a crime-enabling impact on the community and its citizens. Fear of crime is especially threatening for the Town's most vulnerable citizens. To meet this goal the Department will prioritize responses to crimes that most impact community safety and fear and to develop crime prevention efforts that create crime-resistant neighborhoods.

Goal 2: Encourage Community Empowerment

The citizens of the Town of Paradise Valley have a shared responsibility with the Police Department to reduce crime and fear of crime. To achieve this objective, the Department will work with the Town's citizens to develop and maintain community partnerships, improve a customer service orientation, provide an open and responsive communications process and enhance community involvement in problem solving and public safety services.

Goal 3: Develop and Empower Department Personnel

The police officers and staff of the Police Department play the most significant role in the reduction of crime and the fear that follows a criminal act. They have first contact with the citizen, are first on scene and have the most interaction with the Town's citizens. As a result, it is important that personnel feel they are empowered to act to ensure citizen concerns are addressed immediately and into the future as necessary. The Department will maintain a work environment that encourages customer service, innovation, personal accountability and ownership.

The Department will develop training practices and Department policies and procedures that are consistent with the Town values and the community's expectations, and that will enhance the development of a community policing philosophy. To ensure that personnel have adequate time to respond to community needs, the Department must maintain appropriate staffing levels and implement effective deployment schedules.

To maintain a high performing organization, the Department will ensure that recruiting, hiring, training and retaining Department personnel consistently meet the highest standards of excellence.

Goal 4: Incorporate Technology into the Department

The use of technology will never replace an officer on the street responding to citizens' calls for assistance. However, the appropriate use of technology can and will enhance the ability of the officer and other Department personnel to meet the needs of our citizens more efficiently, effectively and quickly. The appropriate type and use of technology can enhance citizen and officer safety, identify crime trends and patterns, and improve traffic safety.

Through the budgeting process, the citizens of Paradise Valley have provided funds to purchase newer and more effective technology. To ensure the value of the new technology is maximized, it will be important that Department personnel receive current and on-going training on the use, application and maintenance of the equipment. It will also be important to be aware of new technology that might become available in the future.

Goal 5: Review and Improve Work Product

Improvement to the Department's service delivery process is continuous and never ending. The Department's goal is to continue to maintain, improve and create new and innovative ways to meet community and employee expectations, and to strengthen planning, analysis, and budget and fiscal management.

Performance Measures

Our Performance Measures

Performance measures, linked to the Town and Department goals and objectives, will be important to the successful development of both short-term and long-term planning, program evaluations, analysis of crime data, budget development and fiscal and personnel management.

Performance measures and data analysis provide Department accountability to the community and Town Council, which will provide feedback to our citizens about the Department by identifying its successes and shortcomings. Within the Department, it will enhance the organization's ability to determine the effectiveness of its tactics, programs and operations. Properly developed performance measures will ensure the Department learns from the past and adjust when necessary.

The Department's performance measures should be viewed as a whole and considered together. For example, multiple performance measurements may be linked to one strategic goal and should not be viewed in isolation from each other, except for information purposes, and should be viewed and considered in their entirety. Consideration of only one measurement, such as response times or reported crimes, will provide an incomplete picture of the Department's overall performance. For example, some crimes tend to be under-reported, such as domestic abuse or rape; while a temporary increase in another crime, such as burglary, may cause a sudden increase in community fear, even though actual crime has decreased. That said, individual measures will provide feedback on potential areas for improvement and will not be ignored.

The performance measurements developed and incorporated into this Plan will come primarily from the sources described below:

- **Reported Crime:** Monthly crime data will be collected and will show changes in criminal activity from month to month as well as provide a picture of how crime changes over time. In addition, this data will be used to review deployment and staffing strategies.
- **Citizen Calls for Service and Response Data:** Data collected from the CAD/RMS will provide monthly information on how quickly the Department responds to citizen calls for service.
- **Investigations and Case Management:** Data, including crime mapping, from the Investigations Case Management System will provide information on case status, solvability, case clearances and serve to determine the effectiveness of the Department's investigations processes.
- **Crime Prevention:** The effectiveness of the Department's crime prevention program will be measured by a reduction in false alarms, burglaries and thefts that result from open or unlocked doors, citizen participation in crime prevention programs and a reduction in fear as evidenced by the annual Citizen Survey.
- **Alarm Activity:** The Department will evaluate responses to residential and commercial alarms, and identify the volume of false alarms and location of repeat calls to develop strategies designed to reduce false alarms and increase patrol efficiency.
- **Citizen Survey:** The Citizen Survey will measure citizen perceptions of crime in the community, fear of victimization and level of satisfaction with police service. This information will identify areas the Department can improve on as well as how well fear of crime is managed.
- **Internal Department Survey:** The internal survey will provide feedback on Department morale and overall satisfaction. As with the community surveys, the ability to identify employee concerns and make corrections will help to ensure that staff understand their role and feel well managed and led. High morale organizations perform high quality work.
- **Community Engagement:** Evaluate how closely the Department is working with the community by reviewing how much discretionary patrol time is used toward increased community contacts, problem solving and crime prevention activity.

- **Community Outreach:** Placing ourselves in positions to communicate with our citizens through non-enforcement venues will enable better communication between citizens and officers. As such, we will strive to present opportunities outside of enforcement activity to connect with our community in order to facilitate that communication.

Annually, the Department will provide to Town Council and the Community a Police Department Annual Report. The report will provide an overview of the Department's achievements and activities as well as a detailed analysis of the Department's performance as measured by available data and surveys from the previous year.

APPENDIX

Environmental Assessment

The Town of Paradise Valley, Arizona, founded in 1961, is situated in approximately 16 square miles and has a population of 13,000 residents. The population density is about 864 residents per square mile, which is low compared to other U.S. Towns and Cities. The Town has a high household median income of approximately \$122,237 and a high level of education (38% of adults have a master's degree or higher). However, about 2.5% of the Town's families are living below the poverty level. Of those living in poverty, 3.7% are 65 years or older. The median age of the town is 53.2 years. The racial makeup is 90% white 4.0% Asian, and 3.7% Hispanic or Latino^[1].

The terrain of the Town is dominated within its limits by Mummy Mountain. Camelback Mountain lies to the south and the Phoenix Mountain Preserve on the west create natural borders with Phoenix.

The Town is bound on all sides by two major metropolitan communities; Phoenix and Scottsdale. Two major roads entering the Town funnel a very large volume of vehicular traffic into and through the Town from neighboring cities in the metropolitan area. East Lincoln Drive provides for east/west traffic and serves the southern portion of the Town. North Tatum Boulevard provides for north/south traffic and primarily serves the western portion of the Town.

The Town of Paradise Valley has a very limited commercial retail business; however, it is home to a number of resorts. The large number of resorts and the popularity of nearby Camelback Mountain make the Town a very popular tourist destination.

^[1] <http://www.city-data.com/city/Paradise-Valley-Arizona.html>

Tactics and Programs

The Police Department's full range of tactics and programs for the continuing implementation of community policing in the Town of Paradise Valley are identified in this section. The Plan identifies many new tactics and programs; however, for purposes of this Plan, an inventory of current programs and tactics will also be included. As a result, this Plan will be less about identifying a new direction and more about establishing our current level of service, while attempting to lay out a roadmap to the future. As the Plan matures in future years, it is anticipated the focus of the Plan will be on new initiatives designed to move and improve the Department and less an inventory of current programs.

While every tactic and program have an assigned person within the Department, as a practical matter, the implementation will require others in the Department to assist. Some will require the involvement of other Town Departments or the Town Council to implement.

As noted, some of the tactics and programs are currently in place. Others are not and will require an implementation plan to identify budget requirements, metrics, policy and procedure issues and impacts on the Department's goals.

Goal 1: Reduce Crime and the Fear of Crime

Tactics and Program Description	Measurement	Goal
Traffic Management: Improve public safety by reducing collisions and speed throughout Town by use of effective patrols and improved technology.	-10.2% in CY 2018(183)	Reduce collisions town wide by 5%<183 collisions-CY 18
<ol style="list-style-type: none"> 1. Traffic patrols in high collision areas on regular basis <ol style="list-style-type: none"> a. Map collision locations on quarterly/monthly b. When staffing allows, dedicate officer to traffic deployment c. Minimum 15-minute minimum deployment in high collision location per four-hour shift period (45 minute for 12-hour shift; 30-minute deployment for 8-hour shift) 2. Increase DUI enforcement <ol style="list-style-type: none"> a. Apply for GOHS grant b. Monthly deployment of DUI car on PV streets 3. Increase Special Traffic Enforcement Programs <ol style="list-style-type: none"> a. Apply for GOHS grant b. Monthly deployment of STEP car 	<ol style="list-style-type: none"> 1. DDACTS/TED <ol style="list-style-type: none"> a. Monthly mapping b. TEDs & DDACTS c. TEDS 2. <ol style="list-style-type: none"> a. Completed CY 18 & Ongoing b. Ongoing 3. <ol style="list-style-type: none"> a. Completed CY 18 & Ongoing b. Ongoing 	<ol style="list-style-type: none"> 1a. Ongoing 1b. Ongoing 1c. Ongoing 2a. During FY 2016, be awarded GOHS grant 2b. 12 DUI deployments 3a. During FY 2016, be awarded GOHS grant 3b. 12 deployments
Theft and Burglary Reduction: Reduce open and unlocked doors, keys left in vehicles and increase the use of home alarms through crime prevention training.		Ongoing
<ol style="list-style-type: none"> 1. Maintain or decrease Burglary numbers 2. Measure and reduce Burglary numbers to unsecured, unalarmed properties 	<ol style="list-style-type: none"> 1. CY 2018=48 2017=63 2. Between 30% and 40% unsecured 	<ol style="list-style-type: none"> 1. <=70 2.
Crime Analysis and Mapping: Using Police Department CAD/RMS, identify trends, potential problem areas and implement effective response plans.		
<ol style="list-style-type: none"> 1. Monthly crime mapping of each Part 1 crime 2. Review & Implement evidence-based crime prevention programs 3. Provide crime detail to street level through monthly reports 	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing-DDACTS 3. Ongoing-staff mtgs 	<ol style="list-style-type: none"> 1. Implemented & Ongoing 2. Implemented & Ongoing 3. Implemented & Ongoing
Criminal Investigations: Conduct thorough investigations and provide timely victim follow-up and case status reports.		Ongoing
<ol style="list-style-type: none"> 1. Assignment letter to victim promptly (next business day) 2. Investigator contacts victim within 72 hours of incident 3. Investigator maintains contact with victim on minimum 30-day basis 4. CPTED and/or Home Security review by officer within 72 hours 5. Innovative investigations completed by patrol at scene (DNA, latent, etc.) 	<ol style="list-style-type: none"> 1. I & O 2. I & O 3. I & O 4. I & O 5. I & O 	<ol style="list-style-type: none"> 1. Minimum 90% of cases 2. Minimum 90% of cases 3. Minimum 90% of cases 4. Minimum 75% of cases 5. Minimum 90% of cases
Reporting System for Pawn Shop: Provide investigators with nation-wide access to pawn shop and second-hand store information. (Leads Online)		Implemented and Ongoing
<ol style="list-style-type: none"> 1. Implement Leads Online program 2. Educate public about capabilities of Leads Online 	<ol style="list-style-type: none"> 1. I & O 2. I & O 	<ol style="list-style-type: none"> 1. Implemented July 1, 2015 2. Implemented

<ul style="list-style-type: none"> 3. <i>Serial number tracking through L.O. for citizens</i> 4. <i>Anti-Theft Dots</i> 	<ul style="list-style-type: none"> 3. <i>I & O</i> 4. <i>Company failed</i> 	<ul style="list-style-type: none"> 3. <i>Implemented</i> 4. <i>December 2015 Kickoff</i>
<p><i>Intelligence Sharing: Regularly share crime activity and information throughout Department and with other law enforcement agencies.</i></p>		Ongoing
<ul style="list-style-type: none"> 1. <i>Network with neighboring cities about crime trends (Investigative briefings)</i> 2. <i>Daily meeting/briefing attendance by investigators at PVPD</i> 3. <i>Consider software solution for networked investigations (Coplink)</i> 	<ul style="list-style-type: none"> 1. <i>I & O</i> 2. <i>I & O</i> 3. <i>I & O</i> 	<ul style="list-style-type: none"> 1. <i>12 annually</i> 2. <i>50 annually</i> 3. <i>Budgeted FY17</i>
<p><i>Emergency Notification: Using programs such as Code Red provide real-time information on emergencies and items of community concern.</i></p>		Ongoing
<ul style="list-style-type: none"> 1. <i>Educate community about CodeRed</i> 2. <i>Increase membership of CodeRed by 5%</i> 3. <i>Increase Social Media presence as it pertains to community concerns</i> 	<ul style="list-style-type: none"> 1. <i>I & O</i> 2. <i>Maintaining membership</i> 3. <i>I & O</i> 	<ul style="list-style-type: none"> 1. <i>Provide 6 avenues to discuss CodeRed</i> 2. <i>Increase membership by 5%</i> 3. <i>75% of community concern calls communicated</i>
<p><i>Senior Citizen Programs: Develop and implement programs such as You Are Not Alone (YANA) to reduce victimization of the elderly and vulnerable citizens.</i></p>		Ongoing
<ul style="list-style-type: none"> 1. <i>Provide education activities around Senior Citizen Day</i> <ul style="list-style-type: none"> a. <i>ID Theft prevention</i> b. <i>YANA</i> c. <i>Scams</i> d. <i>Income tax scams</i> <p><i>Opportunities</i></p> <ul style="list-style-type: none"> 2. <i>Senior Citizen Day (August 21)</i> 3. <i>Income tax filing day (April 15)</i> 	<ul style="list-style-type: none"> 1a. <i>I & O</i> 1b. <i>I & O, at least two saves</i> 1c. <i>I & O</i> 1d. <i>I & O</i> 	<p><i>Provide quarterly outreach meetings on events to vulnerable adult citizens (4 events)</i></p>
<p><i>Emergency Planning: Work in partnership Planning and Public Works to develop an effective emergency plan to respond to man-made and natural disasters.</i></p>		Ongoing
<ul style="list-style-type: none"> 1. <i>Provide education activities to community regarding preparedness</i> 2. <i>Table top exercise during 2016</i> 3. <i>Review ICS training levels for department directors and PD employees</i> <p><i>Opportunities</i></p> <ul style="list-style-type: none"> 4. <i>National preparedness Month (September)</i> 	<ul style="list-style-type: none"> 1. <i>Ongoing</i> 2. <i>I & O CY 2016, 2017, 4 TT in 2018</i> 3. <i>I & O 200 & 800 also</i> 	<ul style="list-style-type: none"> 1. <i>Ongoing</i> 2. <i>Ongoing</i> 3. <i>Ongoing</i> 4. <i>All PD employees ICS 100 & 700 trained</i>
<p><i>Community Information and Education: Utilize social media such as the Webpage, Facebook, Twitter as well as community groups such as churches, schools, clubs and professional organizations to provide information to the community.</i></p>		Ongoing
<ul style="list-style-type: none"> 1. <i>PD Communication plan</i> 2. <i>Goals from Town wide communication plan</i> 3. <i>Identify community boards at places of worship and local schools</i> 	<ul style="list-style-type: none"> 1. <i>I & O</i> 2. <i>Incomplete</i> 3. <i>I & O</i> 	<ul style="list-style-type: none"> 1. <i>Complete</i> 2. <i>Work with Town Hall to create goals for town wide communication plan</i> 3. <i>Places of worship group</i>
<p><i>Target Hardening Town Policy: In partnership with Community Development and Public Works, incorporate Crime Prevention Through Environmental Design (CPTED) principles into Town building codes</i></p>		

<p>1. Review Town Codes relating to CPTED in May Opportunities</p> <p>2. Building safety month (May, third week of May is Surround your house with safety)</p>	<p>Chief Wingert active on Development Team Meetings with input on redevelopment</p>	<p>Ongoing</p>
<p>Officer in School: Assign district officers to schools and schedule regular visits.</p>		<p>Implemented and Ongoing</p>
<p>1. Beat officers to visit schools two times weekly a. Implemented 9/14/15</p> <p>2. Blue Wednesday a. Implemented 9/23/15</p> <p>3. Substations a. Identify locations in beat b. Sign contract c. Identify equipment needed</p> <p>4. Identify opportunities a. School sports games (intramural or interscholastic) b. Read to Kids c. Other school activities</p>	<p>1. I & O 2. I & O 3. I & O 4. I & O</p>	<p>1. 15 occasions 2. 15 occasions 3. 3 substations online by June 30, 2016 4. Ongoing</p>
<p>Crisis Intervention: Train officers to effectively respond to citizens in crisis, without the use of force if other alternatives exist.</p>		<p>Ongoing</p>
<p>1. Provide training in Crisis Intervention to staff</p> <p>2. Provide advanced training on C.I. issues to at least one team member per team</p>	<p>1. I & O 2. I & O</p>	
<p>Smart911: Provide Communications and first responders with additional critical caller data about caller to speed response times and improve response effectiveness.</p>		<p>Implemented and Ongoing</p>
<p>1. Measure Smart 911 usage</p> <p>2. Educate/increase sign ups on Smart911 at all meetings (develop speaking points)</p> <p>3. Increase Smart911 by 5% Opportunities</p> <p>4. PS Communicator Week (April)</p> <p>5. Public Safety Fair (February 20, 2016)</p>	<p>1. I & O 2. I & O 3. I & O</p>	<p>1. Ongoing 2. Ongoing 3. Ongoing</p>
<p>Victim Target Hardening: Conduct home security review of victim's residences to advise and educate crime victims on crime reduction strategies. (Note: Department training provided January, 2015)</p>		<p>Ongoing</p>
<p>1. Provide CPTED and Home security reviews to victims within 72 hours of incident</p> <p>2. Measure and increase number of CPTED/Home Security reviews conducted by 25%</p>	<p>1. I & O, 14-day HSR 2. CY 2016 102 complete CY 2017 159 complete CY 2018 208 complete</p>	<p>1. Minimum 75% of cases 2. Greater than 37</p>
<p>Transparency and Information Sharing: Develop and implement strategies to keep the community informed of crime trends and events of interest. Currently the Department regularly shares information to the local newspaper, Mayor and Council and citizens by Facebook, Twitter, email and the Department's webpage.</p>		<p>Ongoing</p>
<p>1. Develop communication plan with tiered menu</p> <p>2. Use social media for good news to increase following</p> <p>3. Provide social media opportunities for soft news</p>	<p>1. I & O 2. I & O 3. I & O</p>	<p>1. Ongoing 2. Ongoing 3. Ongoing</p>

<p>District Officer Program: Assign officers to Patrol beats to increase officer “ownership,” develop community partnership and enhance neighborhood problem solving.</p>		<p><i>Implemented and ongoing</i></p>
<p>1. Annually, review beat layout to determine:</p> <ul style="list-style-type: none"> a. <i>Even spread of call loads to each beat</i> b. <i>Timely response to each call regardless of beat</i> c. <i>Review beat response times</i> <p>2. Monthly meetings with all beat officers to facilitate communication</p>	<p>1a. I & O 1b. I & O 1c. I & O 2. Ongoing beat meetings led by Sergeant</p>	<p><i>Ongoing</i></p>

Goal 2: Encourage Community Empowerment

Tactics and Program Description	Measurement	Goal
Crime Prevention Programs: Partner with community groups, schools and business organizations to reduce crime and fear by empowering citizen by sharing tips and techniques proven to reduce crime and empowering our citizens to work with the police as partners.		Ongoing
1. Introduce shared camera program	1. Implement Ring Neighborhood FY 19	1. Kickoff 3/12/19
Volunteer Programs: Encourage citizen volunteers to assist police by performing patrol tasks as appropriate. Currently, the Department has 27 volunteers providing approximately 4500 volunteer hours annually.		Ongoing
1. Provide an atmosphere for volunteers to recruit able bodied people to assist in volunteer service 2. Increase the services that the volunteers provide a. Fingerprints (review fee schedule) b. Filing c. Records maintenance	1. I & O 2. Ongoing	Ongoing Ongoing
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.		Implemented and ongoing
1. First citizen survey conducted in January 2015 received 401 responses 2. Increase citizen responses by 10% from initial survey (441)	1. 2015 (401 responses) 2. 2016 (780 responses) 3. 2017 (880 responses)	Ongoing
Crime Victim Response letter and Survey: Send letter and surveys to crime victims to determine how the Department responded to their criminal incident.		Ongoing
Opportunities 1. Quality assurance program in Dispatch 2. Customer service tenets 3. Timely patrol response by competent, friendly patrolman 4. Effective report taking 5. Innovative investigations 6. Effective communication by patrol 7. Communication from Investigations 8. Ongoing case management at Investigation level	1. I & O 2. I & O 3. I & O 4. I & O 5. I & O 6. I & O 7. I & O 8. Ongoing	1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Ongoing 6. Ongoing 7. Ongoing
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.		Implemented and Ongoing
1. Investigation letter within three workdays to each victim 2. Monthly contact by investigator (every 30 days) documented on all open cases 3. Give a status update and document in case report/investigation notes within 48 hours of victim contact	1. I & O 2. I & O 3. I & O	1. Minimum 90% of cases 2. Minimum 90% of cases 3. Minimum 90% of cases

Citizens Police Academy: Conduct annual series of PD led classes to community members designed to educate and broaden understanding of law enforcement.		Re-evaluated
<ol style="list-style-type: none"> 1. Costs 2. Attendance and recruiting 3. Curriculum 	Break topics into CWAC meetings during FY 19	I & O
Youth Citizen Police Academy: Conduct annual series of PD led classes to community youth designed to educate and broaden understanding of law enforcement.		Re-evaluated
<ol style="list-style-type: none"> 1. Costs 2. Attendance and recruiting 3. Curriculum 	Introduce Police Explorer program during FY 19	In progress
Hotel/Resort Partnerships: Develop a formal partnership with local resorts to prevent crime and disorder.	Regular meetings at command and investigations levels to facilitate partnerships and relationships	Ongoing
Program opportunities <ol style="list-style-type: none"> 1. Panic button App 2. Lock it or Lose it program 3. Bait car program 4. Other creative deterrence measures 	<ol style="list-style-type: none"> 1. Investigator specific to resorts assigned 2. Resort security meetings 6 times annually 	
Paradise Police Foundation: Develop a 501C.3 non-profit to assist the PD with purchases that cannot be accomplished through the normal budget process.	Chief Wingert, ACOPS	Implemented
HOA/Neighborhood Partnership: Develop formal partnerships with neighborhoods and HOAs to reduce crime, share information and empower citizens to prevent criminal activity.	Chief and CRO regular presenters at Mayor's HOA meetings	Implemented and Ongoing
<ol style="list-style-type: none"> 1. Regular attendance at Mayor's HOA meetings; attendance at other HOA meetings 2. Identify and implement a neighborhood to create a "Neighborhood Watch" program 	<ol style="list-style-type: none"> 1. I & O 2. I & O, virtual 	<ol style="list-style-type: none"> 1. 10 meetings by 12/31/16 2. By 7/1/2017
Coffee with a Cop: Community-wide meeting to meet district officers; obtain crime prevention tips, up-to-date data and to enhance communication and partnerships. (First community meeting March, 2015)	Ongoing, monthly	Ongoing
<ol style="list-style-type: none"> 1. Conduct 12 Coffee with a Cop on 12 occasions annually (2 in each neighborhood) 	Ongoing	Ongoing
Neighborhood Conversations: Conduct small neighborhood meetings and "block parties" to facilitate the growth of partnerships and relationships with our citizens. The purpose is to listen, learn and educate.	HOA meetings	Ongoing

Goal 3: Develop and Empower Police Department Personnel

Tactics and Program Description	Responsible	Due
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.	Ongoing	Ongoing
<ol style="list-style-type: none"> 1. Identify budget needs 2. Identify core courses needed 3. Identify locations of courses 	Ongoing, 100% of employees receive 40 hours training annually	2016: Provide 75% of employees 40 hours of training annually 2017: Provide 90% of employees 40 hours of training annually 2018: Provide 100% of employees 40 of training annually
Volunteer Training Program: Develop and provide regular training of citizen volunteers to ensure they are properly trained to safely and effectively perform their mission.		Ongoing
<ol style="list-style-type: none"> 1. TIMS 2. AED/CPR 3. Vacation watch 4. Driving/Backing 	Ongoing, training volunteers 2x annually	Ongoing
Department General Orders and Procedures: Annually, review and update the Departments Policies, Orders and procedures. January – March, 2016 all Department policies will be reviewed.	Ongoing	Ongoing
<ol style="list-style-type: none"> 1. Conduct review of policy manual. 2. Write and review needed policies 3. Train and Implement 	Complete, I & O	Ongoing
Annual Employee Survey: Survey of all personnel to obtain confidential feedback on Department morale. First survey was sent out December 2014.	Survey completed 3/2018	Implemented and Ongoing
Critical Skills Training: Provide training in specialized areas to develop expertise in areas critical to Department.		Ongoing
<ol style="list-style-type: none"> 1. High risk policy training at computer login daily 2. Provide sworn officers in-service training on: <ol style="list-style-type: none"> a. High Risk Stops b. Defensive Tactics c. TASER d. Use of Force e. Evidence packaging and submission f. Firearms g. Active threats h. Search and Seizure i. Patrol rifle 	<ol style="list-style-type: none"> 1. Identify solution 2. I & O 	<ol style="list-style-type: none"> 1. Identify solution 2. Ongoing

<ul style="list-style-type: none"> <i>j. Building searches</i> <i>k. CPR/AED</i> 		
<i>Professional Growth: Develop strategies to enhance professional growth for all personnel.</i>		<i>Ongoing</i>
<i>Legal Updates and Training Bulletins: Provide regular roll-call training and legal updates in addition to annual in-service training.</i>		<i>Implemented and Ongoing</i>
<i>Opportunities</i> <ul style="list-style-type: none"> <i>1. Edwards and Amato Policy reviews</i> <i>2. PATC Legal reviews</i> <i>3. Police Executive Research Form</i> 	<i>I & O</i>	<i>Ongoing</i>

Goal 4: Incorporate Technology into the Department

Tactics and Program Description	Measurement	Goal
CAD/RMS data analysis: Monthly review and analysis of data and provide up to date information to officers and command staff. (Department does not have and a crime analyst – pending Budget)	PT Crime Analyst budgeted and hired	Completed Analyst position budgeted FY 17
Electronic Ticketing and Accident Reporting: Electronic transmission of traffic citations and accident reports to the courts and the State. Program developed in partnership with Finance (IT) and Town Court.	I & O	Completed
<ol style="list-style-type: none"> 1. Implement Brazos e-ticketing 2. Implement ADOT e-collisions 	<ol style="list-style-type: none"> 1. I & O 2. I & O 	<ol style="list-style-type: none"> 1. Implemented 2. Implemented
Paradise Valley alarm monitoring: Identify a long-term solution to the Paradise Valley Alarm Monitoring business.	I & O	Implemented, present to Council 4/25/19
<ol style="list-style-type: none"> 1. Develop business plan to include subscriber recruitment plan 2. Determine infrastructure needs, personnel needs, software needs, and budget figures associated with needs. 	<ol style="list-style-type: none"> 1. Transition to new vendor in 8/18. Return to Council with long-term plan in April 2019. 	<ol style="list-style-type: none"> 1. June 30, 2017 2. June 30, 2017
Internet: Use Department webpage to share crime prevention and crime data to community.	Ongoing	Ongoing
Social Media: Use social media to provide real time information to community such as Facebook or Twitter.	Ongoing	Ongoing
Opportunities <ol style="list-style-type: none"> 1. Posts relating to traffic hazards, road blockages, collisions, to social media 2. Posts related to soft news to generate interest in social media platforms 	Ongoing. Concern about long-term ability to continue emergent posts with dispatch staffing.	Ongoing
Technology Working Group: Selected staff will review, manage and monitor core technology to ensure Department is up-to-date and utilizing tools effectively.	Ongoing	Ongoing
Public Safety Enhancements: Develop strategies to ensure technology is employed as a “force multiplier” to increase the effectiveness of the Department’s response to crime, fear reduction, community education and traffic safety.		Ongoing
On-Line Reporting: Implement a process for citizens to report incidents (e.g. animal complaints, lost property, additional information on previously reported crime, etc.) without being required to have a police officer being dispatched to their residence or place of business. CopLogic is now implemented and on the Department web page.	Discontinued use, minimal public use in 3 years implemented	Implemented and Ongoing
<ol style="list-style-type: none"> 1. Publicize CopLogic 2. Increase number of reports generated through CopLogic by 50% 	<ol style="list-style-type: none"> 1. Completed 2. Discontinued use 06/17 	<ol style="list-style-type: none"> 1. Discontinued 2. >20 online reports
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.		
<ol style="list-style-type: none"> 1. Implement HALO collision avoidance technology at Tatum/Lincoln corridor 2. Increase use of mobile/stationary radar by patrol in neighborhood speed complaints 3. Hot Spot program implemented in 2017 to identify and resolve neighborhood complaints. 4. DDACTS implemented in 2017-aggressive visibility and enforcement in zone 	<ol style="list-style-type: none"> 1. Implemented 2. I & O, weekly hotspots each beat 	<ol style="list-style-type: none"> 1. Completed November 2015 2. 12 deployments by 10/1/2016

<p>Community Safety: Implement technology to enhance community safety, reduce fear of crime and assist investigations. Technologies currently in use are Smart911, Leads Online, mobile and fixed license plate readers (LPRs).</p>		
<ol style="list-style-type: none"> 1. Implement 4 new LPR units on East side of Paradise Valley during Labor Day weekend 2015 2. Continue to publicize results of LPR program with monthly media releases about results 3. Consider use of software that links agency data to other agencies (Coplink) 4. Seek solution to LPR (end of life) sustainability 	<ol style="list-style-type: none"> 1. I & O 2. Ongoing 3. I & O 	<ol style="list-style-type: none"> 1. Completed 2. Ongoing 3. Ongoing

Goal 5: Review and Improve Work Product

Tactics and Program Description	Responsible	Due
<i>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.</i>		Ongoing
<ol style="list-style-type: none"> 1. Goal-priority one response time (from dispatch to first on scene) < five minutes on average 2. Supporting Goal-priority one first officer dispatched within one minute of initial call on average 3. Goal-priority two response time (from dispatch to first on scene) < ten minutes on average 4. Supporting Goal-priority two first officer dispatched within 90 seconds of initial call on average 5. Use substations to maintain officers in beats 6. Review calls to assure correct priority is reflected on annual basis 	<ol style="list-style-type: none"> 1. CY 16 5:17, CY 2017 5:21, CY 2018 5:22 2. CY 16 1:40, CY 2017 1:26, CY 2018 1:44 3. CY 16 7:49, CY 2017 8:13, CY 2019 9:13 4. CY 16 2:28, CY 2017 1:38, CY 1:42 5. Ongoing 6. I & O 	Implemented and ongoing. Concern about times. Shows impact of busy-ness of dispatch and patrol
<i>Identify Back-Up Dispatch Location: Fire Station 91 has been identified as the backup emergency dispatch location in the event of unanticipated disruption to Department location. This location will also allow officers a location to complete necessary office work and meet citizens without returning to the Department.</i>		
<ol style="list-style-type: none"> 1. This location was not funded in FY 16 budget. 2. Partnerships and relationships should be considered with other agencies. 	E-CAD allows remote dispatching Plan to create fiber path to RWC tower for evac point.	
<i>False Alarm Reduction: Develop strategies to reduce the number of residential false alarms.</i>		
<ol style="list-style-type: none"> 1. Review town code on alarms (9-3) 2. Review and consider false alarm monitoring program 	<ol style="list-style-type: none"> 1. Code reviewed 2. Several vendors contacted. Funding sought during FY 18-19 3. Enforce Town Code, 1/1/19 	<ol style="list-style-type: none"> 1. By January 1, 2017 2. By January 1, 2017 3. Down 10% in CY 2018. 4. -64% in 1/2019
<i>Performance and Effectiveness: Annually, review the effectiveness of the Department's patrol deployment strategies, investigations, crime analysis, and community engagement.</i>		
<ol style="list-style-type: none"> 1. Annually review the call load between each beat 2. Annually review the response times between each beat 3. Review the engagement of each beat by reviewing the attendance at community programs 	<ol style="list-style-type: none"> 1. I & O 2. I & O 3. Ongoing 	Ongoing
<i>Property Room Inventory and Audit: Perform annual audits and random inventories of the property room to ensure items are accounted for and that policies and procedures are followed and meet recommended best practice. The Department is completing an inventory and will conduct a full audit in February, 2015. Department policies and procedures will also be rewritten.</i>		Ongoing

<ol style="list-style-type: none"> 1. Property room audit completed June 2015 2. Property and Evidence policy 3. Property room spot audit quarterly 4. Complete security upgrades in property room <ol style="list-style-type: none"> a. Drugs and guns cage b. Video Cameras c. Secure area for long term vehicle storage 5. Property and Evidence clerk 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. I & O 4. New lockers FY 18, New temp lockers FY 19 <ol style="list-style-type: none"> a. Complete b. Complete c. Completed 5. Completed 	<ol style="list-style-type: none"> 1. Completed 2. Ongoing 3. Ongoing 4. <ol style="list-style-type: none"> a. Completed b. Complete c. Complete 5. FY 2016-17 Budget
<p>Program Reviews: Random review/audit of Department programs to ensure best policies and best practices are being followed.</p>		
<ol style="list-style-type: none"> 1. Identify best practices through IACP/State Law/PERF 2. Review/audit two processes/programs monthly 3. ALEAP Accreditation 	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing focus groups 	<ol style="list-style-type: none"> 1. By 12/31/2015 2. Started 1/1/2016
<p>Review Technology for Law Enforcement: Ensure current technology is up to date, properly maintained and personnel trained on the uses.</p>	Ongoing review, annually during budget time	Ongoing
<p>Customer Service Standards: Develop customer service standards and establish expectations on how the Department will provide the best service available.</p>	Completed and trained	By March 1, 2016
<ol style="list-style-type: none"> 1. Create customer service standards for each division 2. Train to customer service standards 3. Implement customer service standards 4. Require accountability to customer service standards 	<ol style="list-style-type: none"> 1. Completed 2. I & O 3. I & O 4. I & O 	By July 1, 2016
<p>Forecasting and Resource Management: Develop a long-term planning process to consider and identify future staffing, equipment and budget expectations.</p>	10-year equipment list complete 10-year vehicle list Staffing evaluation in progress (resorts & residential impact)	I & O
<p>Employee Performance Reviews: Develop policy and practice of providing “face to face” feedback to employees during their annual Performance Review. In addition, supervisors should meet with employees at least quarterly to provide informal feedback and guidance.</p>	I & O	Implemented
<ol style="list-style-type: none"> 1. Quarterly goals review between Division supervisor, direct supervisor and employee 2. Development of “Supervisor Notes” accountability for same 	<ol style="list-style-type: none"> 1. I & O 2. I & O 	<ol style="list-style-type: none"> 1. Ongoing 2. Implemented
<p>Employee Recognition Program: Develop programs to recognize employee work performance that motivate and encourage all employees.</p>		
<ol style="list-style-type: none"> 1. “Catch a Cop Doing Something Right!” 2. Officer/Civilian/Volunteer of the year(Elks) 3. MADD Award 4. Awards program and policy 	<ol style="list-style-type: none"> 1. I & O 2. I & O 3. I & O 4. I & O 	<ol style="list-style-type: none"> 1. Implemented 2. Implemented 3. Implemented 4. Ongoing
<p>Investigations Case Management: Perform monthly reviews of each detective’s current cases to ensure each investigation is proceeding effectively, that the crime victims have been kept informed about the case status.</p>	I & O	Implemented