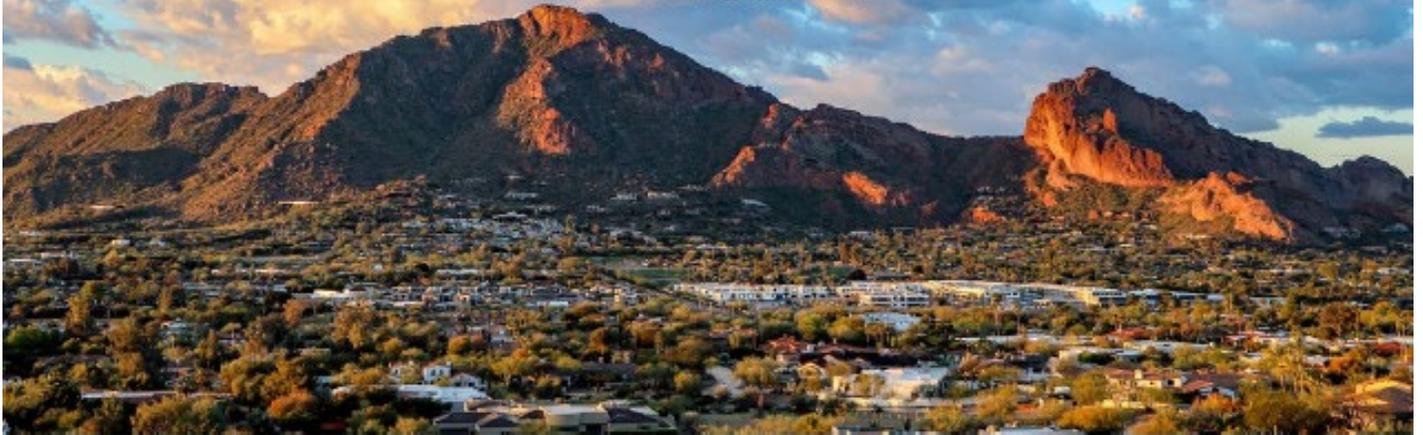


FY 2022 - 2025

Community Policing Strategic Plan



**PARADISE VALLEY
POLICE DEPARTMENT**



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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 several specific tactics and strategies, each linked to one of the five goals. Lastly, the Plan identifies funding sources, timelines, and responsible divisions.

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.

Our stakeholders provided input during the Strategic Planning process. Members of the Advisory Committee on Public Safety provided guidance and input during the Fall and Winter of 2021. The Houses of Worship group was consulted and the employees within the Police Department assisted with questions, input, prioritization, and guidance.

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.

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.

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.
- **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.
- **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.

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.

Program Description	Strategy	Timeline	Funding	Responsible
Improve Response to Alternative calls	Explore partnerships for Mental Health response to non-violent encounters	FY 22-23	Addiction recovery funds, General Fund	Support Services, Town Attorney, Finance
	Explore partnerships for Homeless response issues (non-violent)	FY 23-24	Addiction recovery funds, General Fund	Support Services, Town Attorney, Finance
	Explore partnerships for addiction response issues (non-violent, non-critical)	FY 22-23	Addiction recovery funds, General Fund	Support Services, Town Attorney, Finance
Improve Response to Resident Quality of Life Issues	Maintain involvement at AZ Legislature supporting quality of life legislation measures including Photo Enforcement and Short-Term rental	FY 21-22	None needed	Support Services, Chief
	Focus community survey on quality-of-life issues	FY 22-23	None needed	Support Services, CRO
	Develop a plan to address Q of L issues identified in survey	FY 22-23	General Fund	Support Services, CRO
	Strategize ROP as part of STR process	FY 21-22	None needed	Patrol, Town prosecutor
	Strategize ROP as part of noise process	FY 21-22	None needed	Patrol, Town prosecutor
	Review codes to penalize construction noise offenders via "Stop work" orders	FY 22-23	None needed	Support Services, Community Development
Improve responses to sex crimes	Develop sex offender registration policy/practice/training	FY 22-23	None needed	CIU Sergeant/Support Services Commander

Goal 1: Reduce Crime and the Fear of Crime

- Prioritize responses to crimes impacting community safety and fear
- Develop crime prevention efforts that create crime-resistant neighborhoods

Program Description	Strategy	Timeline	Funding	Responsible
	Consider implementing Victim Link (https://www.victimlink.com/)	FY 23-24	None needed	Support Services, CIU Sgt.
Improve Traffic Safety				
	Participate in regional and statewide DUI enforcement campaigns	FY 21-22	General Fund, GOHS grant	Patrol Commander/Supervisors
	Ensure all officers trained on RADAR/LIDAR operation	FY 21-22	General Fund	Admin. Sgt.
	Implement focused enforcement based on traffic collision trends	FY 21-22	None needed	Patrol Commander/Supervisors
	Implement Bike Safety program with enforcement /education periods	FY 22-23	General Fund	Patrol Commander/Supervisors
	Utilize data driven approaches to crime and traffic safety initiative and traffic analysis / mapping technology to address traffic crash / accident patterns and trends through traffic safety.	FY 22-23 and ongoing	None needed	Patrol Commander/Crime Analyst
	Identify the top traffic crash, complaint, and problem corridors and locations and conduct focused enforcement efforts in these identified corridors and areas, and in areas identified by specific citizen complaints. Update data periodically.	FY 21-22	None needed	Patrol Commander/Crime Analyst

Goal 1: Reduce Crime and the Fear of Crime

- Prioritize responses to crimes impacting community safety and fear
- Develop crime prevention efforts that create crime-resistant neighborhoods

Program Description	Strategy	Timeline	Funding	Responsible
	Utilize high visibility techniques and other tactics / strategies by Patrol, and other groups to improve traffic safety.	FY 21-22	None needed	Patrol Commander/Supervisors
	Conduct focused initiatives and on-going efforts to deal with speeding and aggressive driving.	FY 22-23	None needed	Patrol Commander/Supervisors
	Identify and provide training and support to maintain enough traffic re-constructionists as needed by PVPD.	FY 22-23 and ongoing	General Fund	Patrol Commander/Admin. Sgt.
	Promptly respond to traffic concerns of citizens in neighborhoods through traffic calming, enforcement, engineering and educational approaches.	FY 23-24	General Fund/CIP	Chief/CRO/Patrol Commander/Engineering/PW
	Create and implement traffic safety education programs targeting youthful drivers and other at-risk drivers focusing on reducing high risk driving behaviors that contribute to such crashes.	FY 23-24	General Fund	Patrol Commander/CRO
Increase disaster response capabilities				
	Obtain and maintain all required NIMS courses for all commanders.	FY 22-23	General Fund	Chief/Admin Sgt.
	Obtain and maintain all required NIMS courses for first line employees.	FY 21-22	General Fund	Commanders/Admin. Sgt.
	Develop and publish operational plans for disaster	FY 23-24	General Fund	Admin. Sgt.

Goal 1: Reduce Crime and the Fear of Crime

- Prioritize responses to crimes impacting community safety and fear
- Develop crime prevention efforts that create crime-resistant neighborhoods

Program Description	Strategy	Timeline	Funding	Responsible
	Provide training and exercises for natural disaster response.	FY 23-24	General Fund	Admin. Sgt.
	Provide opportunities for joint training and exercises with outside jurisdictions and agencies	FY 22-23	General Fund	Patrol Commander/Admin. Sgt.
	Create operation plans for repeating events	FY 23-24	None needed	Patrol Commander/Admin. Sgt.
	Complete Project Lifesaver training and implementation.	FY 22-23	General Fund	Patrol Commander/Admin. Sgt.
Enhance investigative capabilities				
	Investigate and implement new DNA and other technology to assist in case investigation	FY 22-23	General Fund	CIU Sergeant
	Explore detective exchange program with other agencies to learn innovative techniques to solve cases	FY 22-23	None needed	Support Services Commander/CIU Sergeant
	Increase Patrol and Detective interaction	FY 23-24	None needed	Commanders/CIU and Patrol Supervisors
	Increase training opportunities for Detectives to learn cutting edge techniques for solving crimes	FY 23-24	General Fund	CIU Sergeant/Admin. Sgt.
	Collaborate with task forces, fusion center, and other agencies and organizations to establish innovative practices to solve crimes	FY 22-23	General Fund	CIU Sergeant/Support Services Commander
	Increase crime scene processing abilities at patrol level	FY 23-24	General Fund	Patrol Commander/Admin. Sgt.

Goal 1: Reduce Crime and the Fear of Crime

- Prioritize responses to crimes impacting community safety and fear
- Develop crime prevention efforts that create crime-resistant neighborhoods

Program Description	Strategy	Timeline	Funding	Responsible
	Evaluate NIBIN program (National Integrated Ballistic Info Network)	FY 22-23	General Fund	Support Services Commander/CIU Sergeant
	Crime report follow up	FY 22-23	None needed	CIU Sergeant/Support Services Commander
	Communicate every case status change	FY 22-23	None needed	CIU Sergeant/Support Services Commander
	Participate in regional teams to benefit the LE industry perception (OIS)	FY 23-24	General Fund	CIU Sergeant/Support Services Commander

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.

Program Description	Strategy	Timeline	Funding	Responsible
Provide opportunities for community engagement	Continue Coffee with a Cop sessions monthly	FY 21-22	Current funding	Support Services, CRO
	Continue Houses of Worship Forum bi-annually	FY 21-22	Current funding	Support Services, CRO
	[Post-pandemic] Continue town hall meetings to discuss community crime trends	FY 21-22	Current funding	Support Services, CRO
	Evaluate the use of social media platforms	FY 21-22	Current funding	Support Services, CRO
	Post-Pandemic return to involvement in schools in non-enforcement role	FY 22-23	Current funding	Chief, Patrol Bureau, Support Services
	Continue to provide volunteer service opportunities within the VVPD	FY 21-22	Current funding	Admin Sgt.
	Research and develop methods to get line officers involved with community groups and events	FY 21-22	Current funding	Patrol Bureau
	Provide opportunities for residents to volunteer with the police department to facilitate communication	FY 21-22	Current funding	Patrol Bureau, Support Services
Gather feedback from community	Continue to regularly survey community	FY 22-23	Future General fund	Support Services
	Regularly survey most recent users	FY 21-22	Ongoing General fund	Support Services
Provide platforms for community education	Create regular public service messages to focus on personal safety and/or crime prevention	FY 21-22	Current funding	Support Services, CRO

Goal 2: Encourage Community Empowerment

- Citizens & Police have a shared responsibility to reduce crime and fear of crime
- Police Department will work with the Town's citizens to develop and maintain community partnerships

Program Description	Strategy	Timeline	Funding	Responsible
	Enhance website to include personal safety and crime prevention messages	FY 22-23	General fund (Town wide redesign)	Chief, Support Services, CRO
	Courses in awareness of Technology scams, ID theft	FY 22-23	Current funding	Support Services, CRO
	Offer recent crime victims risk reduction opportunities	FY 21-22	Current funding	Support Services, CRO, CIU
	Elderly population scams and wandering/group homes/wandering.	FY 22-23	Current funding	Support Services, CRO
Publish reports displaying current crime trends online, via social, & via traditional media	Annual report to website/social media/traditional	FY 21-22	Current funding	Chief, Support Services, Patrol Commanders
	Monthly reports to website/social media/traditional	FY 21-22	Current funding	Chief, Support Services, Patrol Bureau Commanders
	Enhance social media footprint to highlight employee performance	FY 21-22	Current funding	Chief, Support Services, Patrol Bureau Commanders
Maintain high level of Community trust	Continue to fully investigate and document all complaints or concerns expressed regarding departmental or individual actions.	FY 21-22	Current funding	Chief, Patrol Bureau, Support Services Commanders
	Publicize information regarding how to file complaints or ask questions.	FY 21-22	Current funding	Support Services
	Continue to publish annual statistical summaries regarding complaints and use of force data on website.	FY 21-22	Current funding	Support Services

Goal 2: Encourage Community Empowerment

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Program Description	Strategy	Timeline	Funding	Responsible
Engage the community in joint problem solving	Work with properties identified as high call load businesses to reduce call load.	FY 22-23	Current funding	Support Services, Crime Analyst
	Increase participation in doorbell camera program	FY 22-23	Current funding	Support Services, CRO
	Research and implement tactics to deal with nuisance addresses.	FY 21-22	Current funding	Support Services, Crime Analyst
	Identify and bring into compliance properties with high false alarm responses	FY 22-23	Current funding	Support Services, Crime Analyst

Goal 3: Develop and Empower Police 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.

Program Description	Strategy	Timeline	Funding	Responsible
Develop a Comprehensive Wellness Program	Enhance focus on Employee Mental Health	FY 22-23	General fund, Donation funds	Chief, Patrol Bureau, Support Services Commanders
	Enhance focus on Employee Physical Health	FY 22-23	General fund, Donation funds	Chief, Patrol Bureau, Support Services Commanders
	Training for Operational Efficiency			
	Contemporary Master Training Plan	FY 21-22	General fund	Chief, Patrol Bureau, Support Services Commanders
	Improve DUI identifications	FY 22-23	General fund	Patrol Bureau, Admin Sgt.
	Explore strategies to support knowledge transfer between employees working differing assignments	FY 22-23	None Needed	Commanders
	Identify the professional strengths and aspirations of every employee	FY 22-23	Currently funded	Patrol Bureau, Support Services
	Identify training opportunities for employees that match their professional aspirations, and the department needs	FY 22-23	Currently funded	Patrol Bureau, Support Services

Goal 3: Develop and Empower Police Department Personnel

- 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.
- 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.
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Program Description	Strategy	Timeline	Funding	Responsible
Improve Communications				
	Maintain Interaction Opportunities	FY 21-22	Currently funded	Chief, Patrol Bureau, Support Services Commanders
	Encourage Internal Suggestions	FY 21-22	Currently funded	All personnel
	Send significant events to all staff to ensure info sharing is conducted across department	FY 21-22	Currently funded	All personnel
	Presence of command at briefing/training quarterly allows for key department updates, questions, and answers, reduces rumors	FY 22-23 and ongoing	None Needed	Chief/Commanders
	Town Manager Weekly updates	FY 22-23	None Needed	Chief/Commanders
Publicize, recognize, and record events				
	Swearing in	FY 21-22	Currently funded	Support Services
	Promotions	FY 21-22	Currently funded	Support Services
	Awards	FY 21-22	Currently funded	Support Services
	Outstanding service	FY 21-22	Currently funded	Support Services
	Appreciation event	FY 22-23	Currently funded	Support Services
	Retirement event	FY 22-23	Currently funded	Support Services

Goal 3: Develop and Empower Police Department Personnel

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Program Description	Strategy	Timeline	Funding	Responsible
Recruiting/Retention	Continue to attract quality applicants	FY 21-22	Ongoing general fund	Chief of Police
	Review testing process to increase efficiency	FY 21-22	Currently funded	Support services, recruit/retention committee
	Create/Continue recruiting committee for marketing and recruiting	FY 21-22	None Needed	Commanders
	Improve use of social media in recruiting qualified people	FY 22-23	General fund	Commanders
	Create Employee retention committee, to provide recommendation to command on ways to increase employee retention/morale	FY 21-22	None Needed	Commanders
	Produce a professional quality recruitment video for the agency’s website to attract the attention of potential candidates.	FY 23-24	General fund	Commanders
	Increase the percentage of sworn officers employed by the agency that have 4-year college degrees.	FY 24-25	General fund	Chief/Commanders
Enhance accountability & empowerment	Training: ALP/FLS/FBI, ICS, LPO	FY 22-23 and ongoing	General fund	Chief/Commanders

Goal 3: Develop and Empower Police Department Personnel

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- 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.

Program Description	Strategy	Timeline	Funding	Responsible
Develop line of duty injury/death protocols		FY 21-22	None Needed	Chief/Commanders
Identify CORE training	Create Master officer program from CORE training	FY 23-24	None Needed	Patrol Commander/Admin Sgt.
Identify functions currently performed by sworn personnel that can be transitioned to civilians		FY 23-24	None Needed	Chief/Commanders
Provide special needs and diversity training bi-annually		FY 22-23	None Needed	HR/Admin. Sgt.
Improve Recruiting				
	Review and streamline hiring process	FY 21-22	None needed	Chief/Commanders
	Remove obstacles to testing	FY 21-22	None needed	Chief/Commanders
	Enhance recruiting efforts through targeted advertisements	FY 21-22	General fund	Chief/Commanders/ Recruiting
	Ensure incoming staff is compensated commensurate to their years of service/experience	FY 22-23	General fund	Chief
Develop and retain a Quality Workforce				
	Train Blue Courage, Implicit Bias	FY 23-24	General fund	Admin. Sgt.
	Provide leadership training for all ranks	FY 23-24	General fund	Chief/Commanders

Goal 4: Ensure Facilities, Technology and Vehicles Support Personnel

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 Paradise Valley Town Council has provided funds to purchase newer and more effective technology, vehicles, and update facilities. Ensuring that all personnel have access to spaces that support the Department's mission will be requested during the budgeting process.

Program Description	Strategy	Timeline	Funding	Responsible
Review and improve facilities and fleet				
	Improve Facility flooring	FY 22-23	General fund	Public Works
	Improve Facility paint interior/exterior	FY 22-23	General fund	Public Works
	Improve Facility Security Enhancements	FY 24-25	General fund/CIP	Public Works/Information Technology
	Replace antiquated fitness equipment	FY 22-23	General fund/donation	Patrol Commander
	Redesign / reorganize the squad room for enhanced communication, information sharing and crime mapping displays.	FY 24-25	General fund	Patrol Commander
	Replace worn furniture	FY 21-22 and ongoing	General fund	Support Services Commander
	Review and enhance Range Facilities	FY 24-25	General fund/CIP	Patrol Commander/Range Masters
Review telephone systems				
	911 Phone System	FY 23-24	General fund	IT
	Business phone system	FY 23-24	General fund	IT
	Service contracts for phone systems	FY 23-24	General fund/CIP	IT
Review communications technology				
	Create/maintain police radio redundancy	FY 23-24	General fund	IT
	Research and consider call-taking software to standardize dispatching	FY 23-24	General fund	Communications supervisor
	Explore global address system for 911 mapping	FY 22-23	General fund	Communications supervisor

Goal 4: Ensure Facilities, Technology and Vehicles Support Personnel

- The use of technology will never replace an officer on the street responding to citizens' calls for assistance
- Technology can and will enhance the ability of the officer and other Department personnel to meet the needs
- Ensuring that all personnel have access to spaces that support the Department's mission will be requested during the budgeting process.

Program Description	Strategy	Timeline	Funding	Responsible
Review Auditorium Technology				
	Upgrade to ability to host Teleconferences (CWAC)	FY 23-24	General fund	IT
	Install interactive white board	FY 23-24	General fund	IT/PW
Review vehicle technology				
	Smart phones	FY 21-22	General fund	Support Services Commander
	Review in-car tech	FY 21-22 and ongoing	General fund	Support Services Commander
	Green/Electric vehicles	FY 24-25	General fund	Patrol Commander/PW
Continue to complete life cycle replacements of technology following 10-year equipment replacement plan.				
	Replace mobile vehicle radios with updated solution	FY 21-22 and ongoing	General fund	Support Services Commander/Communications supervisor
	Replace portable radios	FY 22-23	General fund	Support Services Commander/Communications supervisor
	Update BWC	FY 24-25	General fund	Support Services Commander
Complete Cyber threat assessment, target harden		FY 21-22 and ongoing	General fund	IT
Create unmet needs plan				
	Hardware	FY 23-24	General fund	Commanders
	Tools	FY 23-24	General fund	Commanders
	Equipment	FY 23-24	General fund	Commanders

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.

Program Description	Strategy	Timeline	Funding	Responsible
ALEAP Reaccreditation	Maintain status as an ALEAP accredited agency by successfully being re-accredited in January 2025 after successful 1-year File Reviews in 2021, 2022, 2023 and 2024.	FY 21-22	Currently funded	Support Services, Chief
Review response times	Complete monthly review of response times	FY 21-22	Currently funded	Support Services, Communication supervisor
Increase transparency				
	Non-confidential policies online	FY 22-23	Currently funded	Support Services
	Publish response time goals, monthly achievements	FY 22-23	Currently funded	Support Services, Communications, Administration
	Create and publish standards and timelines for PRR/FOIA requests	FY 21-22	Currently funded	Support Services, Administration
	Create and publish standards and timelines for BWC redaction release	FY 21-22	Currently funded	Support Services, Administration
Reduce or eliminate unnecessary calls for service				
	Identify high-volume call locations	FY 22-23	Currently funded	Patrol Bureau, Support Services, Crime Analyst
	Identify high-volume alarm locations	FY 22-23	Currently funded	Support Services, Alarm Analyst
Identify National averages in crime clearance rate	Identify PVPD crime clearance rates	FY 21-22	Currently funded	Support Services, Crime Analyst
Continue to improve agency efficiency, effectiveness, and performance				
	Continually review departmental operations (policies and practices) to promote continuous department-wide service improvement with a commitment to excellence and continuous improvement.	FY 21-22	None needed	Chief/Commanders

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 improve and create new, innovative ways to meet demands

Program Description	Strategy	Timeline	Funding	Responsible
	Solicit and monitor citizen / customer feedback regarding the level and quality of services provided. Use feedback provided to enhance practices / procedures.	FY 21-22	Currently funded	Support Services Commander/System Analyst
	Continue to review actions executed during high-profile events and emergencies for learning points	FY 21-22	Currently funded	Support Services, Patrol Services
Implement and Use Early Intervention system		FY 21-22	Currently funded	Support Services Commander

Appendix

Environmental Assessment

The Town of Paradise Valley, Arizona, founded in 1961, is situated in approximately 15 square miles and has a population of 13,000 residents. The population density is about 945 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 \$200,000 and a high level of education (38% of adults have a master's degree or higher). However, about 3.6% of the Town's families are living below the poverty level. The median age of the town is 54.3 years. The racial makeup is 82% white 4.8% Asian, and 8.4% 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 several 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.

