

**CITY OF CASA
GRANDE
POLICE
DEPARTMENT
STRATEGIC PLAN
2011-2016**

Annual Update
February 2013

THE STRATEGIC PLANNING PROCESS

The Strategic Plan is a leadership document in which the Department communicates its mission, vision for the future, and well-defined goals, and performance objectives to accomplish these goals. The Strategic Plan is a 5-year flexible roadmap that guides the Department toward the future it plans to pursue in its continuing commitment to deliver superior performance, the effective allocation of resources, and excellence in law enforcement services to the Casa Grande community.

The Strategic Planning process involved the participation of 40 Department personnel representing command personnel, sergeants, corporals, detectives, officers, civilian staff members, and members of the Police Advisory Board. A list of the participants is included on pages 12-13 of the document.

The Strategic Plan is a “living document” that is reviewed annually and updated at least biannually to ensure the goals and performance objectives are kept current and aligned to the changing needs and expectations of the Community.

MISSION STATEMENT

“The mission of the Casa Grande Police Department is to protect, serve, and sustain supporting partnerships with the community.”

VISION STATEMENT

“The Casa Grande Police Department is a leading, progressive, and unified agency of highly trained professionals who inspire excellence within law enforcement and partner with all people to protect, serve, and create a safe community.”

CORE VALUES

Professionalism

We value the diversity of all people in our community and will serve with equal dedication, respect, fairness and compassion. We pledge to protect and serve and are guided by an internal sense of pride and morality.

Responsibility

We hold ourselves accountable for our individual and Departmental actions. We value the trust and confidence of our community and believe in treating all people with respect and dignity.

Integrity

We commit ourselves to elevated standards of trust, responsibility, and discipline while promoting justice in a fair and impartial manner. We value our integrity and strive for personal and professional excellence.

Determination

We are dedicated to the organization, each other, our families and the citizens we serve. We maintain an unquestionable work ethic and strive to be the best at all we do.

Ethics

We strive to maintain a personal and professional set of moral principles that guide our behavior. We embrace our responsibilities and expect to be held accountable for our actions.

STRATEGIC FOCUS AREAS

- **Reduction in crime and increase in traffic safety**
- **Increased departmental productivity and proactive performance**
- **Highly effective communications and organizational alignment**
- **Innovative use of technology, facilities and organizational elements**
- **Exemplary recruitment, selection and retention of human resources**
- **Enhanced training and organizational development**

STRATEGIC GOAL #1

Maintain the highest standards in the recruitment, selection, and retention of police department personnel

PERFORMANCE OBJECTIVE #1

Review and update department specific hiring practices, standards, and recruitment

Employee(s) Responsible:

Commander Sjerven

Sgt. Winston

Updates:

Review was completed. Policy 1000 Recruitment and Selection was put in place. Practices meet AZ POST standards. A recruitment team will be put in place if a trend shows a lack of qualified applicants for future openings.

PERFORMANCE OBJECTIVE #2

Review and update current job descriptions

Employee(s) Responsible:

Commander Sjerven

Sgt. Winston

Updates:

Reviewed, completed and submitted to Chief Huddleston. Some qualifications were added into 1004 – Promotional Policy that was completed by a committee. No changes will be made to Job Descriptions until reviewed by new Chief of Police.

PERFORMANCE OBJECTIVE #3

Review and update internal performance based award and recognition program

Employee(s) Responsible:

Commander Sjerven

Sgt. Ramirez

Updates:

Completed and placed into Policy 1030 Commendations and Awards. Awards Committee has been created. The purchase of the award ribbons have been authorized.

STRATEGIC GOAL #2

Develop a professional management system encompassing career and staff development, empowerment, and recognition

PERFORMANCE OBJECTIVE #4

Evaluate and define technical core of each position

Employee(s) Responsible:

Commander Sjerven

Sgt. Winston

Updates:

This objective was tied directly to Objective #2.

PERFORMANCE OBJECTIVE #5

Complete an organizational structure analysis

Employee(s) Responsible:

Commander Sjerven

Sgt. Flynn

Updates:

Corona Deploy Software in place for conducting analysis on patrol resources, schedules and district alignment.

Organizational models have been reviewed. An Organizational Design Brief/Worksheet was submitted to the Deputy City Manager for input from four groups – Police Administration, City Management, our Elected Officials, and the Community (Police Advisory Board). This objective will be pending input from the New Chief of Police.

PERFORMANCE OBJECTIVE #6

Establish trigger points for organization restructuring, additional personnel (current and future), and creation of additional specialty units

Employee(s) Responsible:

Commander Sjerven

Sgt. Flynn

Updates:

Corona Deploy Software in place for conducting resource analysis. An Organizational Design Brief/Worksheet was submitted to the Deputy City Manager for input from four groups – Police Administration, City Management, our Elected Officials, and the Community (Police Advisory Board). This objective will also be pending input from the New Chief of Police.

PERFORMANCE OBJECTIVE #7

Establish specific job performance evaluation addendum for civilian and sworn personnel

Employee(s) Responsible:

Commander Sjerven

Sgt. Flynn

Updates:

Completed, recommendations submitted to the Chief of Police.

STRATEGIC GOAL #3

Establish clearly defined standards and benchmarks within a structured training and career advancement program

PERFORMANCE OBJECTIVE #8

Establish career development program that includes individual employee career paths, benchmarks, and defined time frames for when certain training criteria must be met

Employee(s) Responsible:

Commander Sjerven

Sgt. DeLeon

Updates:

Completed and implemented into Policy 1059 Training and Career Development. Training Matrix established to assist in benchmarking and to provide direction. More outside training has been hosted in the new facility to provide “free” seats for our department, as a host agency.

PERFORMANCE OBJECTIVE #9

Restructure in-house training program

Employee(s) Responsible:

Commander Sjerven

Sgt. DeLeon

Updates:

Completed and implemented into Policy 1059 Training and Career Development. More outside training has been hosted in the new facility to provide “free” seats for our department, as a host agency. A training committee is formally being established as outlined in policy.

PERFORMANCE OBJECTIVE #10

Increase and expand the focus and application of the Leadership and Police Organization (LPO) or similar programs

Employee(s) Responsible:

Commander Sjerven

Sgt. Ramirez

Updates:

Completed and implemented into policy. Training will always be ongoing. Advance training subject to availability, staffing and funding.

STRATEGIC GOAL #4

Provide secure, dependable, and interoperable public safety communications system

PERFORMANCE OBJECTIVE #11

Create “Systems Analyst” position and fill the position

Employee(s) Responsible:

Mike Brashier

Updates:

Developed job description and reporting requirements.

Worked with HR Director to research similar positions. Submit personnel request to Police Chief. This position would oversee the CAD/RMS Implementation

PERFORMANCE OBJECTIVE #12

Complete a comprehensive communications study

Employee(s) Responsible:

Mike Brashier

Updates:

IT is creating an inventory of existing programs used by Public Safety Departments. Used the existing Pinal County TICP and Conceptual System Design along with Consultant to determine immediate two-way radio needs for Public Safety. Initial orders of new radios are being issued.

Narrowband was completed and the City is in compliance.

CAD/RMS Evaluation and Steering Committee developing RFP.

Evaluation and testing of existing data modems for mobile applications.

STRATEGIC GOAL #5

Optimize the effectiveness of departmental operations through the acquisition and application of current and emerging technologies

PERFORMANCE OBJECTIVE #13

Develop comprehensive training program for the application of current and emerging technology

Employee(s) Responsible:

Commander Keck

Sgt. Gragg

Updates:

A committee was established and implemented a process for Department-wide training in newly acquired technology. Subject experts were identified and several "user guides" were placed on the City network for ongoing reference.

PERFORMANCE OBJECTIVE #14

Seek additional alternative funding to acquire emerging technology

Employee(s) Responsible:

Commander Keck

Sgt. Gragg

Updates:

A committee was developed including an experienced grant writer from the Department as well as the City's Grant Coordinator and is meeting bi-annually to coordinate searching for grant funding of technology needs identified by the Department.

STRATEGIC GOAL #6

Promote the timely development, acquisition, and maintenance of police department physical resources

PERFORMANCE OBJECTIVE #15

Identify staff person to maintain a centralized accountable inventory of police department physical resources

Employee(s) Responsible:

Commander Horn

Sgt. Lebbs

Updates:

Combined with Objective 16 {Develop an internal management system for the centralized accounting, tracking and management of all the department's existing physical resources} and in conjunction with Objective 25 {Identify areas where civilian personnel can assume certain responsibilities currently assigned sworn personnel} recommendation was made to establish a civilian position responsible for procurement, management and accountability of all resources.

PERFORMANCE OBJECTIVE #16

Develop an internal facility management system for the centralized accounting, tracking, and maintenance of all the Department's existing physical resources

Employee(s) Responsible:

Commander Horn

Sgt. Lebbs

Updates:

Combined with Objective 15 {Identify staff person to maintain a centralized accountable inventory of police department physical resources.} and in conjunction with Objective 25 {Identify areas where civilian personnel can assume certain responsibilities currently assigned sworn personnel} recommendation was made to establish a civilian position responsible for procurement, management and accountability of all resources who would turn to the IT Department for guidance and direction in identifying and procuring a computerized tracking system.

PERFORMANCE OBJECTIVE #17

Seek additional alternative funding to acquire physical resources

Employee(s) Responsible:

Commander Horn

Sgt. Gragg

Updates:

Completed establishment of funding team consisting of City Grants Coordinator Mary Allen and CGPD personnel who meet quarterly or as needed to review opportunities and submit suggestions to CGPD Command Staff.

STRATEGIC GOAL #7

Maintain and foster mutually beneficial partnerships designed to increase public safety and to enhance the quality of life in the community

PERFORMANCE OBJECTIVE #18

Increase citizen volunteer programs

Employee(s) Responsible:

Commander Sjerven

Sgt. Grijalva

Updates:

New "Citizens On Patrol" manual completed. Citizen academies are ongoing. New Policy 384 Volunteer Program in place. Must maintain a manageable amount of volunteers versus workload to maintain interest.

PERFORMANCE OBJECTIVE #19

Increase crime prevention programs

Employee(s) Responsible:

Commander Sjerven

Sgt. Grijalva

Updates:

Crime Prevention Officer was given authorization to proceed with plan presented within budgetary constraints. School Resource Officer's were authorized to assist as necessary, especially when programs include schools.

STRATEGIC GOAL #8

Enhance our cooperative public safety partnerships to maximize the use of resources and intelligence

PERFORMANCE OBJECTIVE #20

Maintain existing and establish new partnerships or liaison contacts with public safety agencies

Employee(s) Responsible:

Commander Keck

Sgt. Bonsall

Updates:

The Department continues to maintain and improve its' existing partnerships and have begun new partnerships with no less than four Federal agencies.

STRATEGIC GOAL #9

**Increase sworn and civilian
personnel productivity**

PERFORMANCE OBJECTIVE #21

Increase CID clearance rates

Employee(s) Responsible:

Commander Horn

Sgt. Bonsall

Updates:

Completed. Internal policy was established requiring cases to meet 20-point criteria to be assigned from Patrol to CID. This reduced the number of cases for the detectives to focus on while ensuring the solvability factors for those cases they do investigate is higher

PERFORMANCE OBJECTIVE #22

Increase patrol proactive activities

Employee(s) Responsible:

Commander Horn

Sgt. Engstrom

Updates:

Completed utilizing existing personnel and resources through establishment of COMPSTAT program. Reviews proactive statistics as a Division, Squad and Individual Officer are conducted on a monthly basis. Several policing models, such as Phoenix Police Department's Neighborhood Enforcement Teams, were presented based on successful programs to dedicate officers to proactive problem solving activities. After review it was determined additional staffing and funding was not available and proactive policing would be conducted to the best of our ability with existing resources.

PERFORMANCE OBJECTIVE #23

Reduce traffic collisions

Employee(s) Responsible:

Commander Horn

Sgt. Grijalva

Updates:

Completed with existing resources. A compressive proposal was prepared by Sgt. Grijalva and his team based on correlation between aggressive traffic enforcement and accident rates. After review it was determined the cost to implement the suggested program would require additional staffing and resources which was not within budget. Continued measurement of accident rates and enforcement activities is on-going.

PERFORMANCE OBJECTIVE #24

Develop and implement criteria for alternative responses to calls for service

Employee(s) Responsible:

Commander Horn

Sgt. Engstrom

Updates:

A composite team representative of patrol, records management and communications recommend implementation of Paperless Reporting System which is an on-going project approaching its 5th year of development. The obstacle to implementation is lack of technological expertise coupled with problems with existing vendor for CAD/RMS. Also recommended was expansion of the Police Aid program to utilize civilian personnel to respond to calls in place of sworn officers. This would require additional staffing which is not budgeted for. Alternative response to calls for service reduces current police officer workload while increasing time for proactive crime prevention activities. That gain has to be measured, however, against the expectation for level of service the community now has and will need to be evaluated in that light.

PERFORMANCE OBJECTIVE #25

Identify areas where civilian personnel can assume certain responsibilities currently assigned to sworn personnel

Employee(s) Responsible:

Commander Horn

Sgt. Tena

Updates:

This objective overlaps with objectives, 15, 16 and 24. Sgt. Tena and his team have identified several areas that civilian personnel can assume duties performed by sworn police officers; chief among them is expansion of the Police Aide program which is currently allotted 1 position. Their review did not identify current civilian personnel whose duties allowed them the flexibility to assume those additional duties.

STRATEGIC GOAL #10

Identify and utilize tools and resources to track and reduce incidents impacting the community

PERFORMANCE OBJECTIVE #26

Hire a crime analyst and obtain the necessary resources essential to furthering the implementation of CompStat.

Employee(s) Responsible:

Commander Keck

Sgt. Engstrom

Updates: A Crime Analyst was hired December, 2011. Monthly CompStat meetings began in July of 2012.

STRATEGIC GOAL #11

Develop and maintain an effective internal information sharing system

PERFORMANCE OBJECTIVE #27

Strengthen real-time communication at all levels within the Department

Employee(s) Responsible:

Commander Horn

Sgt. Tena

Updates:

Completed with the implementation of CGPD Info Board, which allows officers to use web based programs to receive current and updated information both in the station and in their cars.

PERFORMANCE OBJECTIVE #28

Establish a culture that fosters information sharing and knowledge

Employee(s) Responsible:

Commander Horn

Sgt. Tena

Updates:

On-going and continuous as exemplified by the CGPD Info Board.