

# Oro Valley Police Department

## 2009 Strategic Plan



2009

# Town of Oro Valley



## Acknowledgements

### Town Council

Paul H. Loomis, Mayor

Kenneth "KC" Carter, Vice Mayor

Paula Abbott, Council Member

Bill Garner, Council Member

Barry Gillaspie, Council Member

Al Kunisch, Council Member

Salette Latas, Council Member

## **Participants**

Daniel G. Sharp, Chief of Police  
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Aaron LeSuer, Commander  
Curt Hicks, Lieutenant  
John Teachout, Lieutenant  
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Kara Sickelbower, Lieutenant  
Ed Schaefer, Lieutenant  
Mike McBride, Sergeant  
Robert Goddard, Sergeant  
Carmen Trevizo, Sergeant  
Steve Sickelbower, Sergeant  
Amy Sloane, Sergeant  
Steve Hammons, Sergeant  
Gary Schmitz, Detective  
Jodi Brackett, Officer  
Michael Bott, Officer  
Kristine Filippelli, Officer  
Daniel Hoyos, Officer  
Jeffrey Moore, Officer  
Tim Nelson, Officer  
Nancy Anderson, Communications Supervisor  
John Commissaris, Property & Forensic I.D. Tech  
Karen Simms, Records Supervisor  
Diane Little, Senior Office Specialist  
Daniela Andresen, Records Specialist  
Amy Hartsuck, Records Specialist  
Colleen Muhr, Administrative Services Manager  
Cassidy Sumpter, Office Specialist  
Tom Gribb, Chief's Advisory Committee  
Paul Sewell, Chief's Advisory Committee  
Ray Shelton, Chief's Advisory Committee

## **Overview**

I am pleased to present the Oro Valley Police Department's updated Strategic Plan. This document represents a collaborative effort which defines our Department's mission, values and vision, and serves as a guide reflecting the Oro Valley Police Department's (OVPD) pledge to our community to provide quality, professional service.

Exceptional support from partnerships with the community, region and state has been and will continue to be essential components to the success of our strategic initiatives.

I believe this document highlights the Department's commitment to providing proactive and responsive police services to enhance safety and to maintain our quality of life in the town of Oro Valley.

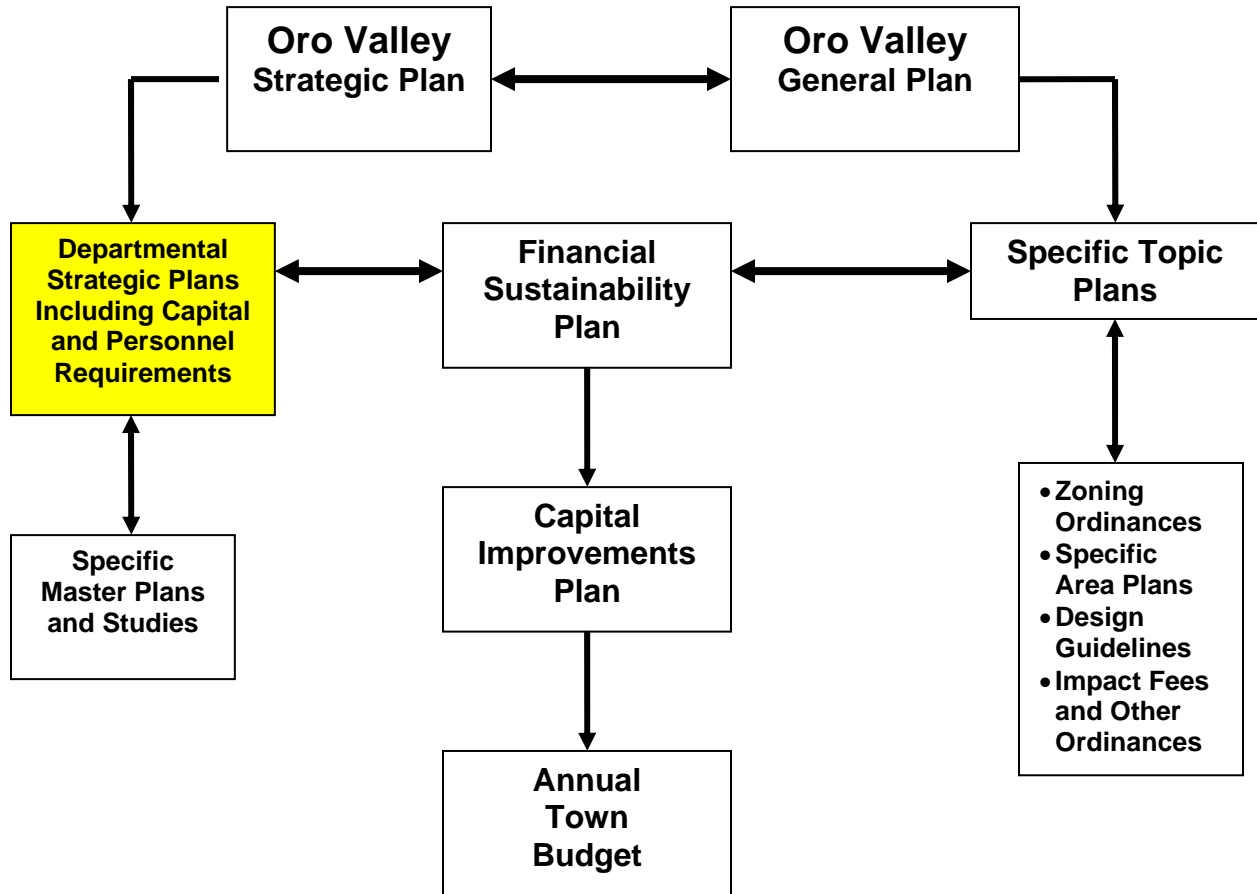
In closing, I want to thank the citizens of Oro Valley for their continued support and commitment to make Oro Valley one of the safest communities in Arizona.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel G. Sharp". The signature is fluid and cursive, with the first name "Daniel" being the most prominent.

Daniel G. Sharp  
Chief of Police

The following diagram presents the relationship of the Oro Valley Police Department Strategic Plan with other community documents. It is critical that all of these planning and policy documents are coordinated and tied to the community's Strategic and General Plans.



## ***Department Mission***

The mission statement is the fundamental purpose of the Department. It focuses on what is most important and sets in motion an organizational culture that encourages innovation and strives for excellence.

### ***Our Mission:***

We, the members of the Oro Valley Police Department, are dedicated to providing excellent service through partnerships that build trust, eliminate crime, create a safe environment and enhance the quality of life within our community.

## ***Department Vision***

**Vision** is the philosophy and unique image of the future of the Department. It defines how the department will achieve its mission, by employing behaviors or attitudes that achieve the mission.

### ***Our Vision:***

**S**eek **E**xcellence, **R**emain **V**igilant, **I**nvolve **C**ommunity, **E**nforcement

## ***Department Values***

***Department Values*** - We are strongly committed to:

**Fairness:** We believe every individual must be treated with dignity and respect. The foundation of professional police services is based upon fair and equitable treatment of all people.

**Integrity:** We adhere to the highest moral and ethical standards. We are consistent in and accountable for all of our actions.

**Excellence:** We are committed to quality performance using teamwork to achieve comprehensive and common goals.

## ***Focus Areas***

The Oro Valley Police Department Strategic Plan outlines the goals and strategies for the Department to successfully address its mission. Six focus areas provide the framework for the OVPD Strategic Plan. These focus areas indicate where the Department must direct its attention in order to address community needs and desires. All of the focus areas are inter-related and not intended to be viewed independently. Implementing these focus areas will require leadership, financial commitment, effective management and ongoing evaluation. The focus areas are:

- **Growth Readiness and Planning**
- **Employee Development for Success**
- **Leader in Regional Cooperation**
- **Mission Critical Technology**
- **Efficient and Effective Facilities**
- **Community Involvement and Education**

Within each focus area, there is a focus area description, goals, strategies and community indicators, as defined below. The goals and strategies are designed to be action-oriented, thereby yielding desired outcomes. The numbered goals and strategies do not indicate the order of priority for implementation.

- **Focus Areas** are strategic initiatives that will be addressed.
- **Focus Area Discussion** defines the focus area's situation.
- **Goals** describe a fundamental direction or broad course of action.
- **Strategies** are specific tasks that will be accomplished to assist in implementing the related goal.
- **Community Indicators** are measures of activities that are important to the community. These indicators are used to track the progress toward established goals. They reveal whether the key organizational attributes are going up or down, forward or backward, getting better or worse, or staying the same.



## **A. Growth Readiness and Planning**

Adapting to change and effectively providing services in a continuously growing climate is critical to our mission's success. Emergency planning, response and recovery capabilities will ensure a continued safe environment while maintaining the community's quality of life.

### ***Growth Readiness and Planning Goals:***

1. Improve police response and service delivery.
2. Identify trends, locally and regionally, and their potential impact.
3. Ensure preparedness in crisis management.
4. Improve property recovery and case clearance rates.
5. Develop strategies to prepare for potential annexations.
6. Improve quality of life by aggressively impacting crime and other public safety issues.

### ***Strategies:***

1. Develop, implement and evaluate processes and programs to identify and target specific crime.
2. Allocate staff based on analysis of need.
3. Collect data locally and regionally in a standard and consistent manner.
4. Maintain an up-to-date business continuity plan.
5. Hire a consultant to update business continuity plan.
6. Increase ability to conduct criminal investigations through proper staffing and use of resources.
7. Form an annexation committee to develop strategies for addressing the implications of potential annexations.

### ***Results/Success Indicators:***

- ✓ Citizen satisfaction survey rankings high on response times and safety.
- ✓ All staff proficient with procedures of business continuity plan.
- ✓ Lower crime trend statistics compared to the region per year.
- ✓ Police participation and input provided into all annexation decisions.
- ✓ Complete property crime data analysis to identify areas to target.
- ✓ Increased detectives for criminal investigations unit.

## **B. Employee Development for Success**

Employee development is integral part to the success of any police department and vital for effective community service. The OVPD is committed to mentoring its employees, while providing superior advanced employee training and opportunities to further education. The Department will routinely evaluate, identify and allow for advancement opportunities.

### ***Employee Development for Success Goals:***

1. Reevaluate and refine departmental internal training to achieve optimum quality training.
2. Create healthier and more satisfied employees.
3. Formalize an instructor development process.

### ***Strategies:***

1. Add training officer/sergeant to Training Unit.
2. Redefine the role/structure of the training committee.
3. Implement a physical fitness program.
4. Revitalize the peer support program.
5. Provide educational opportunities/counseling for employee development.
6. Redefine the role/expectations of lead proficiency sergeants.

### ***Results/Success Indicators:***

- ✓ Expanded training program with multiple elements that enhance promotional abilities
- ✓ Higher rate of promotion of those who completed training
- ✓ Lower insurance claims by Police employees
- ✓ Increased involvement in peer support program
- ✓ Instructor job description has to be written

### **C. Leader in Regional Cooperation**

To remain a leader in regional cooperation, the OVPD is committed to partnering with other agencies to identify, plan and implement regional initiatives.

#### ***Leader in Regional Cooperation Goals:***

1. Partner with other agencies to continue the regional concept.
2. Identify opportunities in which OVPD personnel, programs and services can be expanded throughout the region.
3. Network with other agencies to include them in Advanced Officer Training and host various types of training in-house.

#### ***Strategies:***

1. Continue regional enforcement to address threats to quality of life issues through the deployment of DUI checkpoints, cooperative approach to mitigating traffic complaints and increase high profile enforcement within the region.
2. Continue to participate on Executive Committee of the Pima County Wireless Integrated Network (PCWIN), as a member of the Urban Area Security Initiative (UASI) and 911 communications groups.
3. Actively provide training from the academy level to advanced officer training throughout the region.
4. Continue to participate and maintain an active leadership role with National, State, County and Local government partners to facilitate regional cooperation.

#### ***Results/Success Indicators:***

- ✓ Increased number of regional enforcements completed.
- ✓ Increased number of in-house advanced officer trainings being held.
- ✓ Increased number of regional trainings hosted by OVPD.
- ✓ Increased number of hours participating in basic academy instruction.
- ✓ Continue to participate as a member of the IACP Highway Safety Committee.
- ✓ Continue to participate as a commissioner with the Arizona Criminal Justice Commission (ACJC).
- ✓ Identify and implement innovative collaborative efforts to enhance regional public safety.

## **D. Mission Critical Technology**

The OVPD is committed to maintaining an awareness of technological advancements and their ability to enhance the Department's mission. The Department will work to identify and address opportunities, challenges and needs for technological applications.

### ***Mission Critical Technology Goals:***

1. Establish an Information Technology unit.
2. Provide technology training to employees throughout the Department.
3. Remain a leader in the use of technology in the region by evaluating new technology for use by the Department as it becomes available.
4. Organize internal data to be more efficient.

### ***Strategies:***

1. Identify grant opportunities to support an Information Technology unit.
2. Identify staff to cross-train for an Information Technology unit.
3. Information Technology personnel will create a training program for technology for new employees and Field Training Officers.
4. Establish a formal review process for new technology.
5. Obtain software to reorganize the intranet for efficient updating and retrieving.

### ***Results/Success Indicators:***

- ✓ Information Technology unit created and cross-training completed by Information Technology staff for all OVPD employees.
- ✓ New technology purchased and installed based on developed criteria.
- ✓ Increased use of redesigned, user-friendly website.
- ✓ Regular use of technological improvements by all OVPD employees.
- ✓ Reduced staffing needs (support staff) through the use of technology.
- ✓ Cost savings due to less staff and potential video conferencing attendance at regional meetings.
- ✓ Improved inter-agency communication via technology.

## **E. Efficient and Effective Facilities**

All OVPD facilities will provide the foundation for success and reflect the image, purpose and expectations of the organization. Appropriate facilities instill community and employee confidence.

### ***Efficient and Effective Facilities Goals:***

1. Build facilities that satisfy growth, future needs and obligations so employees can meet the expectations of the community.
2. Develop a system to ensure maintenance/asset quality control.

### ***Strategies:***

1. Utilize a design team for all facilities projects, to include an architect and members of the Chief's Advisory Committee.
2. Gather end-user input on all facilities projects to ensure proper design for use.
3. Identify budget funding for needed facilities and equipment.
4. Benchmark other jurisdictions to determine facility successes and failures.
5. Utilize Quetel – Quarter Master System to ensure quality control.
6. Work closely with janitorial service to ensure proper cleaning of all facilities.
7. Work closely with the Public Works Department to perform preventative maintenance work.

### ***Results/Success Indicators:***

- ✓ OVPD facilities used as benchmarks by other communities.
- ✓ Positive input from employees on facility use and design.
- ✓ Completing the new facilities within the budgeted amount.
- ✓ Facilities completed on schedule.
- ✓ Facilities are durable and last.
- ✓ Community approval/pride in facility documented in the Town's Community Survey.

## **F. Community Involvement and Education**

Community support is critical to the success of the OVPD. Support is attained by enhancing community involvement and education through programs, events and community outreach.

### ***Community Involvement and Education Goals:***

1. Identify additional areas for volunteers to be utilized to reduce personnel expense and workload.
2. Identify new ideas and areas for programs, events and functions.
3. Educate the community on the wide range of programs, functions and services provided by OVPD.
4. Identify additional opportunities for positive one-on-one contact with businesses, residents and visitors.

### ***Strategies:***

1. Inventory the skills and abilities of volunteers to match them with appropriate positions.
2. Create a committee to evaluate each internal unit's need for volunteer help.
3. Research and evaluate the use of volunteers in other law enforcement agencies.
4. Create the "What is a COP?" program to be presented by School Resource Officers.
5. Use volunteers to create a Child ID Program for local primary and middle schools.
6. Use volunteers to perform in-house VIN etching.
7. Create an ATM ID program to be administered by volunteers.
8. Use volunteers to create a Bike ID program.
9. Establish an Adopt-a-Business/Responsible Party form to be used by volunteers.
10. Complete and distribute department-wide media video production.
11. Implement a new program that enhances the School Resource Officers role in educating through elementary and middle schools.
12. Assign Beat cops for Oro Valley Market Place, Farmer's Market, Oracle Crossing, Immaculate Heart, Casas Adobes and Pusch Ridge.

### ***Results/Success Indicators:***

- ✓ Greater number of volunteers conducting public safety services.
- ✓ Increase use of OVPD services by the general public.
- ✓ Increased programming opportunities to engage with the public.
- ✓ Greater use of additional public safety services by the business community.
- ✓ Lower levels of property crime and car theft town-wide.

- ✓ Increased number of hits on the OVPD recruitment video.
- ✓ Greater number of presentations given to all first through sixth graders in Oro Valley Public Schools.
- ✓ Increased availability for additional assignments shown in officer stats/logs.

# **APPENDIX**



## ***Oro Valley Analysis***

The Oro Valley Police Department completed the following analysis by examining the department's "Strengths, Weaknesses, Opportunities and Threats." The purpose of this exercise was to understand a "snap-shot" of the Department and community today.

### **Strengths**

- Visibility
- Service to the community
- Responsive
- Transparent
- Good public image
- Excellent teamwork
- Prepared
- Education/Training
- Willingness to change
- Proactive
- Ethical
- Flexible
- Open-minded
- Regional/national/state-wide influence
- Harmony
- Recruitment and retention
- Strong community support
- Excellent volunteers
- Qualified staff
- Quality work
- Good communication
- Career enhancement opportunities
- Knowledgeable instructors
- Good tools and equipment
- Multi-disciplinary
- Provide resources to the community
- Successful networking with others

### **Weaknesses**

- Marketing
- Technology
- Training
- Communication (internal)
- Lack of facilities
- Need more positive interaction with community
- Budget constraints
- Public image
- Over training of some officers
- Community programs
- Staff spread too thin

### **Opportunities**

- New facilities
- Regional Cooperation
- Rancho Vistoso Municipal Complex
- Training facility/property and ID
- Grant opportunities
- Website enhancement
- Expanding CSI
- Mentoring and career enhancement
- Fitness and wellness program
- Investigate OVPD to market the Department
- Expanding programs into middle schools
- Citizen Academy
- Improvements in technology
- Recruitment video
- Environmental initiatives
- Potential annexation
- Equestrian patrol/unit
- Creating a culture/inspiring loyalty
- Generational differences
- Regional leadership
- Civilian employees involved in school programs and training opportunities
- Training other law enforcement agencies

### **Threats/Future Issues**

- Budget
- Sense of urgency
- Lack of public awareness
- Population growth
- Tucson/Pima/Pinal County crime
- Positive publicity
- Drug use among youth
- Consumer access to technology
- Combating the “why more police” question
- Council awareness of crime due to the economy
- Economy
- Complacency
- Potential annexation
- Growth and maintain communication
- Technology
- Retention
- Border related crime
- Generational differences
- Lack of information on available programs