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Every two years, the Phoenix Police Department engages in a planning process to identify our top priorities, define our vision for the next two years, and set the direction needed for us to realize that vision. The outcome of this recent undertaking is documented on the pages of our 2021-23 Strategic Plan, which we will use in the months ahead to keep us focused on achieving our vision.

This Strategic Plan builds on a number of successes we have achieved over the past few years, plus it incorporates key contributions from our employees and the community that will continue to advance our organization. The Plan consists of five goals that are synonymous with the Department’s long-standing guiding values:

- Protection & Prevention
- Responsibility & Respect
- Integrity & Ideals
- Dedication to Duty
- Employee Excellence

Referred to as PRIDE, these values define the highest standards of conduct and professionalism required in law enforcement that our employees have identified with for many years. The following pages highlight each of our goals along with their supporting objectives and key actions that will guide us on our quest to enhance community confidence, build trust, improve safety in our City and support the dedicated men and women of this Department.

Our Strategic Plan is a flexible, working document that will be reviewed and modified as needed to ensure our Department continues to meet the public safety needs of our City. Throughout the life of this Plan, we will continually monitor and assess our progress and utilize feedback from the community to ensure we remain on track to achieve our goals. We look forward to working in partnership with our community and key stakeholders so together we can ensure Phoenix remains a safe and vibrant city.
MESSAGE FROM CHIEF JERI L. WILLIAMS

As Police Chief of the Phoenix Police Department, I am pleased to present our Department’s 2021-23 Strategic Plan. Over the next two years, the goals and strategies outlined in this document will keep our Department on the path forward so we can continue to effectively meet the public safety needs and expectations of our community.

This plan builds on several essential features, while also incorporating key insights from our employees and our community that will further enhance accountability, community trust and overall safety within our City. At the heart of our plan are five goals that mirror our Department’s guiding values, which we refer to as PRIDE. We chose to utilize our guiding values as our strategic plan goals because they are symbolic of our organizational commitment to the professionalism and high service standards expected in policing, and because the men and women of our Department have identified with these values for decades.

While reducing crime and being responsive to those we serve remain a primary focus in this plan, we are equally committed to service excellence, employing the latest technologies and strengthening our relationships with the community so together we can work to maximize safety and quality of life for all in our City.

We also remain committed to the health, well-being and development of our employees. The Phoenix Police Department is blessed to have some of the most devoted and forward-looking employees I’ve ever worked with. From patrol officers to detectives and crime lab personnel to 911 operators, no matter what situations they encounter, they always rise to the occasion and answer the call to “Find the Blue in You.” You will see examples of this extraordinary dedication to duty on display throughout our plan.

Internally, we’ve launched a new initiative to build a team of employees focused on the department mission to constantly and continuously improve both as an organization and as individual employees. I organized the Center for Continuous Improvement (CCI) with 5 key focus areas: operation & policy management, accountability, technology & transparency, messaging and employee wellness & development. This group is laser focused on evaluating best practices so the Phoenix Police Department can always be moving forward.

I encourage you to read more about our strategic initiatives outlined on the following pages. As a life-long resident of Phoenix, and long-serving, proud member of this Department, I believe in our community and our employees. I know we all share the same desire to make Phoenix a safer, better place and this plan will help to guide us there together.

Jeri L. Williams
Police Chief

Protection | Respect | Integrity | Dedication | Excellence.
Mission Statement:

To serve, protect and reduce crime in Phoenix while treating everyone with dignity and respect.
Protecting life and property while working to prevent crime and disorder are among the most essential services provided by the Phoenix Police Department. Our commitment to the safety and security of all Phoenicians is unwavering.

Our Department will continue its long-standing tradition of partnering with other public safety entities, key stakeholders and the community to prevent and surpress crime. We will focus on education and training to enhance the effectiveness of crime prevention and sustain these efforts long term. We will also utilize the latest crime fighting technologies, employ data-driven strategies and apply innovative investigative techniques in our pursuit to safeguard the City.
## PROTECTION & PREVENTION

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<th>GOALS</th>
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<tbody>
<tr>
<td>Improve partnerships, communication, and training between investigative units and patrol</td>
<td>N/A</td>
<td>Overarching</td>
<td>N/A</td>
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<tr>
<td>Reduce the UCR Part I crime rate to below the average of the previous three years through effective crime suppression and community outreach programs</td>
<td>N/A</td>
<td>Overarching</td>
<td>N/A</td>
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### PROTECTION & PREVENTION

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<tr>
<td>3. Identify and implement crime suppression strategies to address crime trends within each precinct</td>
<td>Prior to MAP, submit report to your Assistant Chief documenting your crime suppression efforts and results</td>
<td>Annual</td>
<td>Individual Precinct Commander</td>
</tr>
<tr>
<td>4. Enhance community education and awareness of crime trends and prevention strategies</td>
<td>Identify crime trends and raise community awareness utilizing various platforms</td>
<td>Annual</td>
<td>Public Affairs Bureau &amp; Community Engagement Bureau</td>
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## PROTECTION & PREVENTION

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<tr>
<td>5</td>
<td>Utilize GOHS funding to impact street racing enforcement and pedestrian safety</td>
<td>Report out on grants received, metrics (incident reports, special projects, year-over-year statistics)</td>
<td>Annual</td>
</tr>
<tr>
<td>6</td>
<td>90% of all 911 calls shall be answered within 15 seconds</td>
<td>Report annual statistics</td>
<td>Annual</td>
</tr>
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</table>
The Phoenix Police Department has embraced community policing for decades and has institutionalized practices consistent with this philosophy in our policies, procedures and operations. This approach has resulted in strong community partnerships founded on mutual respect and understanding which have allowed us to collaboratively develop solutions for public safety problems and successfully navigate difficult challenges together. Our Department remains a committed partner to the communities we serve. We will continue to engage in efforts to foster strong, meaningful relationships in order to enhance trust and increase community confidence. In our quest for excellence we will focus on the everyday interactions we have with the community at large and with each other being mindful to show respect, compassion, humility and dignity to all. We will work to enlist the involvement of youth in our communities and engage them in our efforts for the long term.
## RESPONSIBILITY & RESPECT

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<tbody>
<tr>
<td>1. Promote and support meaningful engagement and outreach efforts with the community</td>
<td>N/A</td>
<td>Overarching</td>
<td>N/A</td>
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## RESPONSIBILITY & RESPECT

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<tr>
<td>2 Implement innovative national best practices related to community engagement, wellness and education to meet new and evolving needs</td>
<td>Policy revisions, accreditation and training alignment</td>
<td>Annual</td>
<td>Center for Continuous Improvement &amp; Training Bureau</td>
</tr>
<tr>
<td>3 Enhance transparency and innovative efforts through the improved use of technology and policy review</td>
<td>Quarterly Update</td>
<td>Quarterly</td>
<td>Center for Continuous Improvement &amp; Training Bureau</td>
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## RESPONSIBILITY & RESPECT

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<tr>
<td>4 Expand partnerships with mental health providers to develop alternate response strategies to non-emergency mental health calls</td>
<td>Documentation on partnerships and statistics on call diversion from dispatch</td>
<td>Annual</td>
<td>Community Engagement Bureau &amp; Communications</td>
</tr>
<tr>
<td>5 Identify and implement best practices to improve response to public records requests</td>
<td>Annual comparisons report to Executive Assistant Chief</td>
<td>Annual</td>
<td>Code Enforcement Administrator</td>
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</table>
Throughout history, police officers have been entrusted with the authority to uphold the law by those they serve and have been given the exclusive power to exert authority in the performance of their duties. In return, they are held to a higher standard and are obligated to act with honor and integrity at all times to preserve the trust society has placed with them.

The men and women of our Department, serving in every capacity, understand the service we provide to the community demands the highest degree of public trust. We will demonstrate this by impartial service to the law and to the community. Integrity will be exemplified by our personal actions, organizational accountability and professionalism. In partnership with internal and external stakeholders, we commit to the transparent pursuit of justice and community safety.
## INTEGRITY & IDEALS

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<tbody>
<tr>
<td>1. Employ practices which promote individual and organizational integrity</td>
<td>N/A</td>
<td>Overarching</td>
<td>N/A</td>
</tr>
<tr>
<td>2. Support and utilize the Police Chief’s Advisory Boards to increase inclusivity in the direction of the department</td>
<td>N/A</td>
<td>Overarching</td>
<td>N/A</td>
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## INTEGRITY & IDEALS

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<tr>
<td>3. Research funding opportunities for a comprehensive community survey</td>
<td>Provide analysis from large city agencies with respect to cost and time</td>
<td>1st Year</td>
<td>Center for Continuous Improvement</td>
</tr>
<tr>
<td>4. Identify technology solutions to improve the management of digital evidence</td>
<td>Focused on Court Liaison detail</td>
<td>Annual</td>
<td>Property Crimes Bureau</td>
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</table>
## INTEGRITY & IDEALS

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<tr>
<td>Continue non-enforcement police activities within communities</td>
<td>Annual report</td>
<td>Annual</td>
<td>Community Engagement Bureau</td>
</tr>
<tr>
<td>Increase social media platform to enhance community education and awareness</td>
<td>Show new social media tools and how they can be leveraged to increase community relationships</td>
<td>Annual</td>
<td>Public Affairs Bureau</td>
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</table>
For more than 130 years, the Phoenix Police Department has been dedicated to protecting and faithfully serving the Phoenix community. Through the years, as policing responsibilities have increased and become more complex, the Department has been responsive in meeting the public safety needs of the City while adhering to the highest service standards. In upholding our service commitment, the Department will continue to seek, identify and apply best practices to advance the broad spectrum of public safety services we provide. We will employ new technologies that enhance our performance, work smarter by maximizing our workforce and incorporate strategies to make our organization more efficient and fiscally responsible.
## DEDICATION TO DUTY

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<tbody>
<tr>
<td>1. Identify and apply emerging best practices to advance public safety services</td>
<td>N/A</td>
<td>Overarching</td>
<td>N/A</td>
</tr>
<tr>
<td>2. Identify functions performed by sworn personnel that can be transitioned to a civilian classification and identify innovative solutions to augment staffing needs</td>
<td>Annual report to Executive Assistant Chief</td>
<td>Annual</td>
<td>Assistant Chief Connolly</td>
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## DEDICATION TO DUTY

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<tr>
<td>3. Explore outfitting patrol with smart phones and other smart</td>
<td>Administrator will provide estimates for implementation to Executive</td>
<td>1st Year</td>
<td>Fiscal Management Bureau</td>
</tr>
<tr>
<td>technologies to enhance officer safety and to improve productivity</td>
<td>Assistant Chief</td>
<td></td>
<td>Administrator</td>
</tr>
<tr>
<td>4. Introduce mobile app to the community to further enhance</td>
<td>Metrics of downloads and interactions through app</td>
<td>Annual</td>
<td>Public Affairs Bureau</td>
</tr>
<tr>
<td>accessibility to resources and communicate with the public</td>
<td></td>
<td></td>
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## DEDICATION TO DUTY

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<tbody>
<tr>
<td>5 Explore advanced technologies/practices to improve investigative efficiencies and resolutions</td>
<td>Annual comparisons report to Assistant Chief</td>
<td>Annual</td>
<td>Assistant Chief Lopez</td>
</tr>
<tr>
<td>6 Actively search and apply for funding opportunities that support the Department's goals and needs</td>
<td>Annual report to Executive Assistant Chief</td>
<td>Annual</td>
<td>Fiscal Management Bureau Administrator</td>
</tr>
</tbody>
</table>
The men and women of the Phoenix Police Department are its greatest asset. Their competence, character and commitment to service is demonstrated every day in the performance of their duties.

The Department values its employees and is dedicated to providing the tools and resources necessary to support their wellbeing and success. We will continue to promote enhancements towards employee health, training and job satisfaction. We will support leadership and career development opportunities across all levels of the organization to prepare our future leaders and to ensure our workforce has the skills necessary to address our evolving public safety responsibilities.

As we continue to grow, our recruitment efforts will remain focused on attracting the finest candidates who reflect our guiding values and community diversity. We will provide the very best training and utilize modern delivery methods and advanced technologies to prepare our workforce to safely and effectively perform their duties. Collectively, these efforts will strengthen our organization and better prepare us to meet the public safety needs of our City.
Foster a customer service mindset focused on professionalism, dignity and mutual respect

Explore new types of Early Intervention System software

Provide report to Executive Staff of different software programs used across the nation

1st Year

Professional Standards Bureau
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<tr>
<td><strong>3</strong> Implement training to expand foundational learning principles for sworn and civilian employees in order to better serve the community</td>
<td>Provide training report to Executive Staff</td>
<td>Annual</td>
<td>Training Bureau</td>
</tr>
<tr>
<td><strong>4</strong> Explore and implement best practices to attract top candidates and increase recruitment to meet department needs</td>
<td>Provide report to Executive Staff quarterly of new applicant numbers</td>
<td>Quarterly</td>
<td>Employment Services Bureau</td>
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## EMPLOYEE EXCELLENCE

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<td>5. Incorporate strategies supporting the department’s strategic plan goals in annual employee performance reviews</td>
<td>Comprehensive revision of current PMG process and update with contemporary content</td>
<td>1st Year</td>
<td>Assistant Chief Hein</td>
</tr>
<tr>
<td>6. Implement strategies which support knowledge transfer among employee assignments</td>
<td>Creation of formalized transition report at commander level</td>
<td>1st Year</td>
<td>Assistant Chief Connolly</td>
</tr>
</tbody>
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