



Phoenix Police Department Strategic Plan

2017-2019
Jeri L. Williams
Police Chief



City of Phoenix

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"Every organization needs to be introspective, transparent and honest with itself. This only works if everyone is unified on the goals and purposes of the organization and there is trust within the team. High-performing, successful organizations build cultures of introspection and trust and never lose sight of their purpose."

General Colin Powell

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PRIDE

Protection Respect Integrity Dedication Excellence



Message from the Chief Jeri L. Williams



I am pleased to introduce the Phoenix Police Department's 2017-19 Strategic Plan. The direction provided in this Plan will serve to strengthen your Police Department and improve our capacity to meet this City's public safety needs over the next two years.

As your Police Chief, I have worked to continue building on past successes of the Phoenix Police Department while implementing some of my own philosophies and experiences. The Strategic Plan formalizes our path forward. It is grounded on five main areas that are a blend of my experiences, input I've received from our community and a continuation of strategies supporting the Phoenix Police Department's tradition of excellence and guiding values. The objectives and strategies contained in this plan will support each of the following focus areas:

Crime Suppression and Prevention: Keeping the City of Phoenix among the safest major cities in the country is our top priority. The strategies in this plan will help us improve our crime suppression and response capabilities and further develop our crime prevention efforts in partnership with you and all of our community stakeholders.

Community Engagement and Outreach: It is vitally important that we work together and create partnerships so you feel we are available to you. This Plan includes strategies that promote opportunities for community collaboration with mutual responsibility between you and your Police Department so we can engage in productive activities that support communication, transparency and accountability.

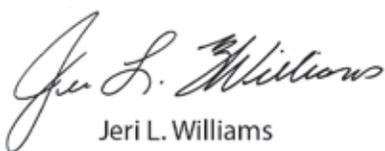
Hiring, Training and Retention: Effectively staffing the Police Department and making sure your police officers are highly trained is essential to our future. We will continue to select the best candidates that reflect our own Phoenix community, provide them the best training and offer leadership development to ensure your Police Department remains one of the best law enforcement agencies in the country.

Employee Well-Being: Exceptional delivery of law enforcement services is at its best when your officers are healthy. The strategies in this plan will support wellness programs and resources to help us evaluate and implement policies that benefit everyone.

Increase Legitimacy: By bringing this all together, we increase our legitimacy with you, the community we serve.

This Plan takes a unified approach that I call the *Power of One – One Team, One Voice, One Department, One City*. I believe the community, the Phoenix Police Department and the City of Phoenix are One Team and the best way to achieve our long-term goals is to start the problem-solving process together allowing us to find solutions that serve us all.

I am truly blessed to be your Police Chief, and I want to thank you for your continued support and partnership. This bond will serve to build our sense of trust and community as we move forward into the future. A future that includes the police and the community as one voice.


Jeri L. Williams
Police Chief

Power of One

ONE TEAM

ONE VOICE

ONE DEPARTMENT

ONE CITY



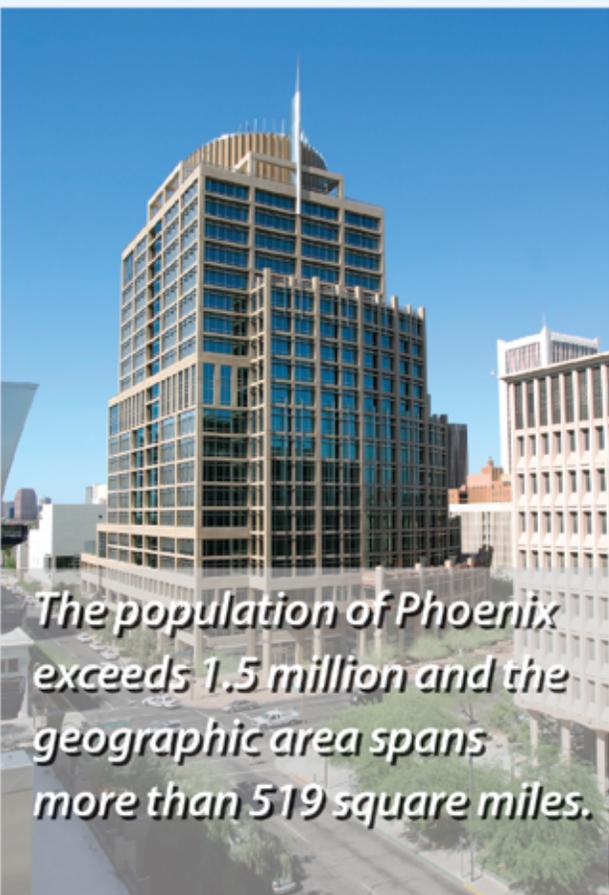


Introduction

The Phoenix Police Department's Strategic Plan identifies and formalizes the working model of our policing services for our officers and community. This Plan reflects our organization's priorities and outlines our vision for advancing public safety services in our community. It identifies our five focus areas and provides the direction and support necessary to help us achieve our vision.

- Crime Suppression and Prevention
- Community Engagement and Outreach
- Hiring, Training and Retention
- Employee Well-Being
- Increase Legitimacy

As we follow this Plan, we recognize that the listed strategies will be most successful by partnering directly with our residents and community stakeholders. Through the Power of One, we will work together as a unified team to achieve improvements in overall safety throughout the City. Our vision requires us to continually maintain the trust and confidence of those we serve and invest in our employees so they are able to provide the highest levels of service.



The population of Phoenix exceeds 1.5 million and the geographic area spans more than 519 square miles.

The Department's Guiding Values, referred to as "P.R.I.D.E.," define the high service standards we have embraced as an organization for decades. As community expectations of police evolve, we will ensure the men and women of this Department continue to provide exceptional service by staying true to these values.

The Strategic Plan is a flexible, working document that will be reviewed and adjusted as needed to ensure our Department continues to meet the public safety needs of our City today and for future generations of Phoenixians. We will actively monitor and assess our progress and utilize input and action from our community to achieve our goals. We look forward to working in partnership with everyone because, together, we can ensure Phoenix remains a safe and vibrant city.



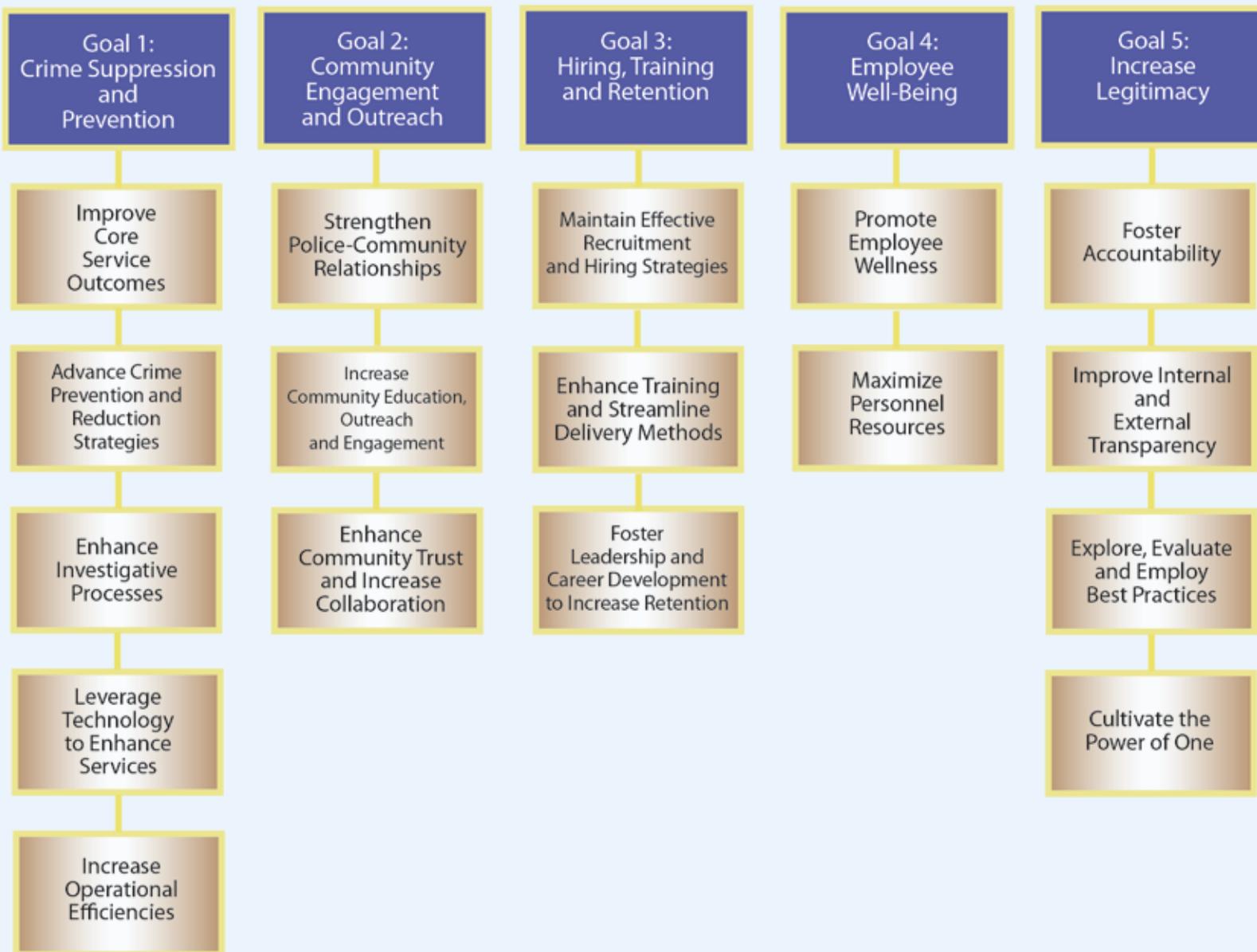
Phoenix Police Department Strategy Map 2017-2019

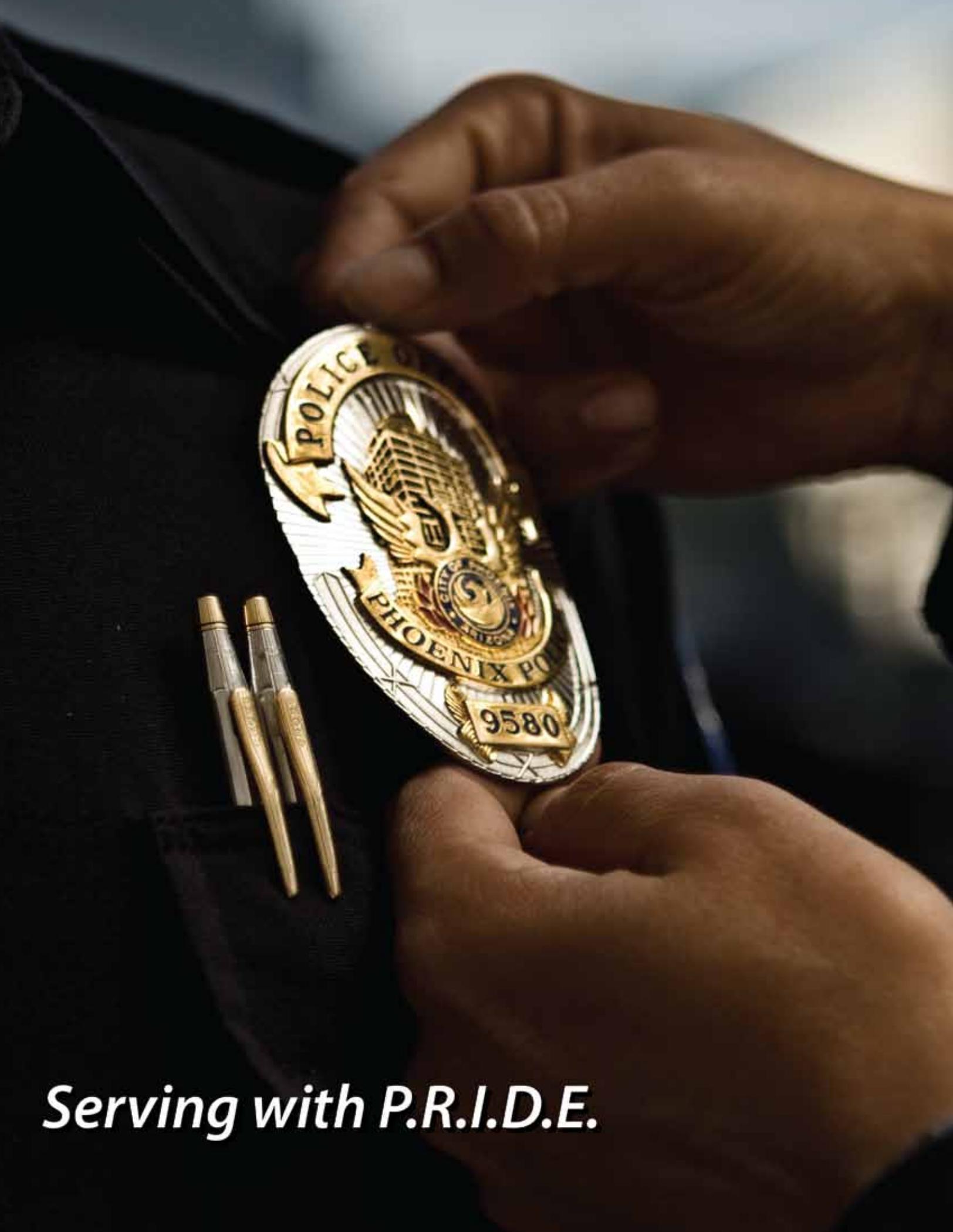
Mission Statement

To serve, protect and reduce crime in Phoenix while treating everyone with dignity and respect.

Vision Statement

It is the vision of the Phoenix Police Department to deliver exceptional police service; to work collaboratively with our community and our employees as a unified team to foster the highest level of trust and safety; and to value, support and invest in our employees.





Serving with P.R.I.D.E.

Our Guiding Values

P R I

Protection & Prevention

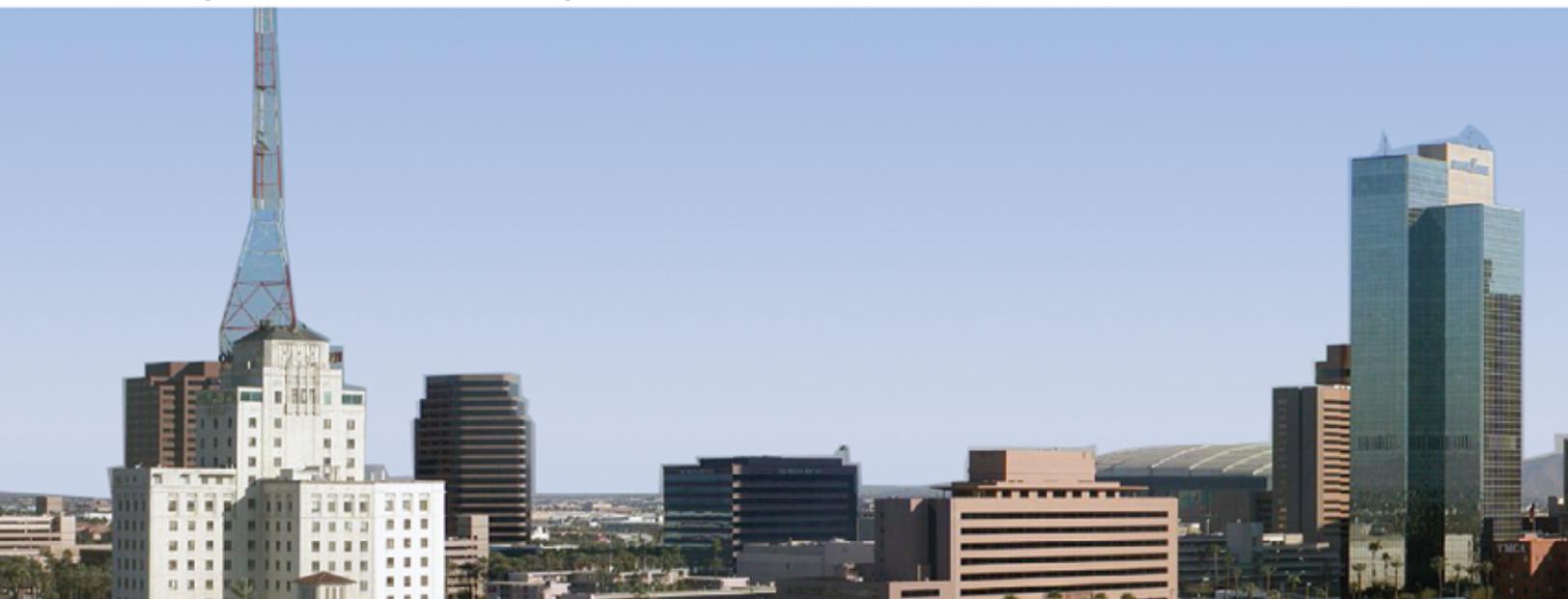
- The Department is committed to an aggressive response to criminal enforcement of the law and the protection of constitutional rights throughout the City of Phoenix.
- We shall exercise the authority and responsibility necessary to protect life and property, apprehend persons who commit unlawful acts, and defend the rights of crime victims and witnesses.
- We recognize that the responsibility for public safety must be shared among the police, community, and government.
- We understand that some conditions not directly related to ongoing criminal activity can erupt into criminal activity when not effectively addressed. Therefore, the department is committed to maintaining open communication and emphasizing crime prevention in the community.

Responsibility & Respect

- We promote the acceptance of personal responsibility for one's actions as the essence of good character.
- We pledge total accountability for our actions and are committed to holding criminals answerable for theirs.
- We respect and honor the inherent dignity of all people, including ourselves, and pledge fair and equal treatment for all.

Integrity & Ideals

- The unique service we provide to the community demands the highest degree of public trust, and we will not tolerate the violation of that trust.
- We demand the highest degree of integrity and professionalism from all members of the department.
- We aspire to the highest ideals of personal conduct in every word and deed, and our behavior should inspire and sustain the confidence of our community.



D

E



Dedication to Duty

- We are dedicated to the relentless performance of our duty in pursuit of an improved quality of life for all.
- We pledge faithful police service to our community, embracing equal measures of courage, compassion, conscience, and consistency.

Employee Excellence

- The men and women of the Department are its greatest asset.
- We will recruit only those persons who live by these guiding values.
- We have a deep appreciation for the implicit hazards of this profession and actively seek opportunities to improve safety.
- We promote the maintenance of excellent health and morale for all.
- We support our members by pursuing the finest training, technology, and equipment.
- We are committed to open, effective internal communications.
- We encourage innovation and value the participation of all members of the Department in the creation and realization of our goals.



Goal 1: Crime Suppression and Prevention

Our primary goal is keep the City of Phoenix safe by reducing incidents of crime and victimization. To help us achieve this goal, we will implement a variety of innovative strategies focused on improving our crime suppression and response capabilities, advancing our crime prevention efforts and leveraging technology and efficiencies to enhance our service delivery.

Improve Core Service Outcomes

- Achieve a reduction in the UCR Part One crime rate that is below the average of the previous three years.
- Develop patrol metrics and evaluate progress in meeting those metrics on a monthly basis.
- Implement strategies to improve patrol investigations and follow-up.
- Evaluate strategies to improve call response times.
- Answer 911 calls within 10 seconds, 90 percent of the time.
- Continue traffic education and safety programs to improve traffic safety.
- Continue to develop and maintain community partnerships in crime suppression and prevention.

Advance Crime Prevention and Reduction Strategies

- Conduct City of Phoenix Statistics (COPSTAT) meetings at least twice a month at the precinct-level and monthly at the command-level.
- Develop and implement data-driven strategies at the patrol-level to prevent and reduce crime.
- Continue to support the Department's Intelligence Officer and Terrorism Liaison Officer (TLO) Programs to support data-driven crime suppression and operational support functions.
- Maintain partnerships with other federal, state and local agencies to develop and implement effective crime prevention and reduction strategies.
- Continue to collaborate with educational institutions on mutually beneficial projects.





Enhance Investigative Processes

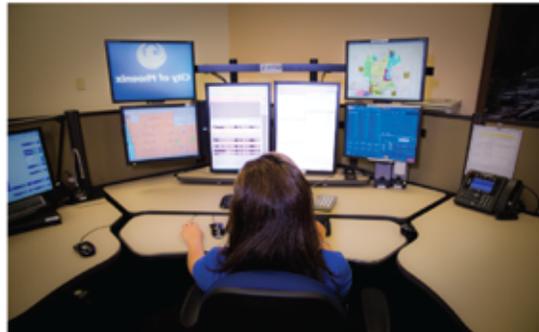
- Ensure all investigative bureaus adhere with case management policies.
- Establish consistent investigative practices within work units.
- Perform workload assessments in all investigative units, incorporate audits and ensure strong supervisory oversight.
- Ensure the quality of investigations and improve customer service to victims and their families.
- Further develop the digital forensics function by assessing staffing needs and developing policy for data collection and analysis.
- Improve communication of case resolution to involved patrol personnel.
- Employ innovative investigative techniques.

Leverage Technology to Enhance Services

- Implement enhancements to the Records Management System to improve functionality.
- Seek funding to acquire upgraded technology that enhances police services.
- Deploy new radios in the field with upgraded technology that use less bandwidth.
- Install secure Wi-Fi in all police facilities to increase productivity and to be in line with citywide Wi-Fi availability.
- Complete the 911 phone system replacement supporting next generation capabilities.

Increase Operational Efficiencies

- Continue to advance the City's Information Technology (IT) shared services model.
- Evaluate the practice of responding to public records requests to identify opportunities that streamline the process and improve the timeliness of the responses.
- Encourage employee involvement in the development of innovative ideas and efficiencies that improve operations.
- Implement the Automated Secure Alarm Protocol (ASAP) Program to increase efficiencies associated with alarm-related calls.
- Continuously evaluate resources among sworn and civilian staff.



Goal 2: Community Engagement and Outreach

Building high levels of mutual trust and confidence with the communities we serve is essential to effective policing. We will work to increase these levels by demonstrating professionalism in everyday contacts with members of our community. We will also implement strategies that provide increased opportunities to collaborate with our residents and community stakeholders in a variety of settings, expand our youth and young adult outreach programs and partner with diverse stakeholders to improve mutual communication, education and understanding.

Strengthen Police-Community Relationships

- Provide opportunities in informal social settings for non-enforcement engagement with residents.
- Increase employee participation at community meetings and events.
- Evaluate improvements in the recognition of residents and internal/external partners as part of the Department's Annual Awards Ceremony.
- Continue to promote and support the Phoenix Police Foundation, Silent Witness and the Reserve Foundation.
- Continue to promote and support the COPS Program, Block Watch and the School Resource Officer Program.

Increase Community Education, Outreach and Engagement

- Expand youth and young adult outreach programs and initiatives to engage increased numbers of youth in the community.
- Evaluate the feasibility of reinstating the Police Cadet Program.
- Increase participation in the Police Neighborhood Patrol (PNP) Program.
- Leverage social media platforms to increase community education and awareness.
- Develop and maintain inter-departmental relationships to enhance City services.
- Review public-facing information posted on Department websites and social media outlets regularly to ensure content is accurate and current.
- Identify and implement measures to improve the timeliness of sex-offender community notifications.



Social Media Statistics (as of May 2017):
61,754 Facebook page likes
40,069 Twitter followers
604,804 YouTube video views
63,036 Nextdoor households claimed
3,129 Instagram followers



Enhance Community Trust and Increase Collaboration

- Support the City Manager's Community and Police Trust Initiative.
- Leverage and enhance the Police Chief's Advisory Boards.
- Enhance the effectiveness of Department review boards.
- Partner with diverse stakeholders to support educational initiatives that foster positive communication and interaction between the community and law enforcement.
- Equip officers with tools to enhance officer and community trust.
- Increase collaboration with the faith-based community.



Goal 3: Hiring, Training and Retention

Ensuring the safety of our City requires an effectively staffed, highly trained workforce. To ensure we continue to serve the community's public safety needs and provide our employees with the tools they require to be successful, we will continue to employ strategies to attract the highest qualified candidates and invest in their development through extensive training and leadership opportunities.

Maintain Effective Recruitment and Hiring Strategies

- Maintain an effective recruitment plan that strives to attract highly qualified and diverse candidates for sworn and civilian positions.
- Meet annual sworn hiring goals.
- Re-evaluate the pre-employment screening requirements for civilian employees.
- Evaluate the establishment of a new pre-employment program for police officers focused on police culture and education.
- Evaluate the expansion of the Pre-Academy Training Program with consideration to length, content and location.

Enhance Training and Streamline Delivery Methods

- Continue the mandatory 40-hour in-service training module for sworn personnel incorporating topics that increase proficiency, enhance both officer safety and community safety and strengthen relationships with the community.
- Develop and administer supplemental training to sworn personnel on topics that foster community trust.
- Improve the timeliness of training provided to employees stemming from the Tactical Review Committee recommendations that have been AZPOST approved.
- Expand the post academy curriculum to include a block of training on mental health awareness for all new Phoenix officers.
- Develop and administer an effective plan to increase the annual number of Phoenix recruit slots at the Arizona Law Enforcement Academy.
- Evaluate the feasibility of instructing the academic portion of the Advanced Officer Training at the precincts and bureaus.
- Utilize messaging systems to educate employees on the availability of training and where to locate the information on internal police systems.





Foster Leadership and Career Development to Increase Retention

- Establish a formalized employee mentoring program.
- Support career development for employees.
- Develop a leadership and career advancement blueprint for all levels of sworn and civilian personnel.
- Utilize alternative learning methods to deliver certain types of training to employees.



Investing in our Employees

Personnel Statistics (as of May 2017)

- 3,273 Authorized Sworn Positions
- 2,807 Filled Sworn Positions (less recruits)
- 1.77 officers (filled)/1,000 population
- 1,030 Authorized Civilian Positions
- 914 Filled Civilian Positions (full-time)

Goal 4: Employee Well-Being

The overall health and well-being of our employees determines the level of service our Department is able to deliver to our communities. The strategies outlined in this Plan support a variety of resources to improve overall health and wellness issues and ensure personnel resources are maximized throughout the organization for peak performance in addressing the City's public safety needs.

Promote Employee Wellness

- Research the use of the Phoenix Fire Department Wellness Center for police employee industrial injuries and annual physicals.
- Establish and implement a Department wellness program for police employees.
- Collaborate with external resources to increase available support options for employees.
- Explore an on-duty work-out program for sworn and civilian employees.
- Establish a de-brief protocol for employees following involvement in extraordinarily traumatic or heinous incidents.
- Develop and implement a process that provides the Department with the services of an on-site psychologist.

Maximize Personnel Resources

- Achieve and maintain targeted staffing ratios in patrol to support critical services.
- Routinely assess staffing levels and reallocate personnel as appropriate.
- Evaluate opportunities to civilianize functions department-wide that increase efficiencies.
- Evaluate and streamline the transitional duty program.





*Caring for
our Employees*

Goal 5: Increase Legitimacy

We are committed to increasing legitimacy with those we serve. As guardians of the public trust, our police officers need the understanding and support of our community to be most effective. To increase the levels of trust and understanding, we will be true to our word, follow through on our promises and respect every person we encounter. We will also employ strategies that foster accountability, improve transparency and seek to employ best practices throughout the organization.

Foster Accountability

- Improve the timeliness of incorporating recommendations from the Tactical Review Committee, approved by AZPOST, in to policy.
- Implement Early Intervention software to aid in the successful development of employees and to enhance overall accountability.
- Identify and implement strategies focused on risk mitigation.
- Promote fiscal responsibility

Improve Internal and External Transparency

- Develop and formalize a transparency protocol for use following critical incidents to enhance information sharing internally and externally.
- Increase the public dissemination of releasable police information and data.
- Expand the Body-Worn Camera Program to other precincts within the Patrol Division.

Explore, Evaluate and Employ Best Practices

- Ensure timely and successful implementation of internal and City audit recommendations.
- Continue to maintain an Information Management Plan (IMP) related to the Department's information security.
- Continue the conversion to the FBI's National Incident-Based Reporting System (NIBRS) for the reporting of crime statistics.
- Initiate the Relationships-by-Objectives (RBO) program to support the labor/management process.





Cultivate the Power of One

- Internally promote the philosophy of being seen and heard as a unified team – One Team, One Voice, One Department, One City.
- Educate the community on the Department's Power of One philosophy.



***Increasing Accountability and
Transparency***

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