

TUCSON POLICE DEPARTMENT STRATEGIC PLAN 2013–2018



READY TO PROTECT

PROUD TO SERVE



CITY LEADERSHIP

Mayor & Council and City Manager



Mayor Jonathan Rothschild



City Manager
Richard Miranda



Ward One
Regina Romero



Ward Two
Paul Cunningham



Ward Three
Karin Uhlich



Ward Four
Shirley Scott



Ward Five
Richard Fimbres



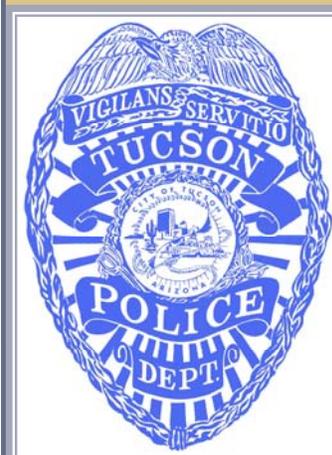
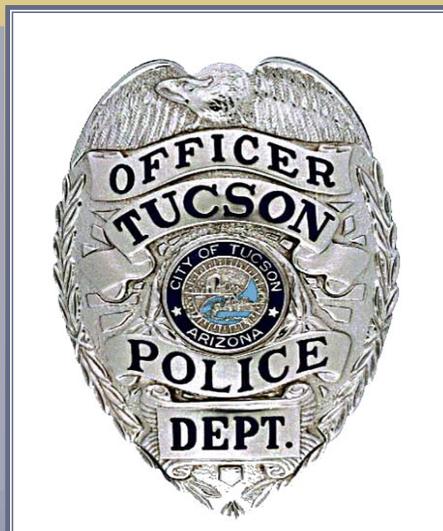
Ward Six
Steve Kozachik

The Mayor, City Council members, and the City Manager have continued to show their support and focus on providing leadership for the City of Tucson. Our city leaders recognize the importance of safety in the community and that it is a critical cornerstone to not only the overall quality of life for the citizens of Tucson but also to our city's ability to achieve our established goals. As the Chief of Police and a part of the city leadership team, I recognize that in order to achieve any of these goals, all city departments and personnel must collaborate and work together. This Strategic Plan was created with a focus on how the efforts of the Tucson Police Department can cohesively contribute to the overall direction, priorities and vision set by the Mayor and City Council.



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CHIEF'S FORWARD

In recognition of our commitment to keep the Tucson community informed and engaged, it is with great pride that I present to you the 2013-2018 Department's Strategic Plan.

Built upon input from our stakeholders within the community as well as within the Tucson Police Department, this Strategic Plan is a proactive tool designed to provide guidance and structure for the Department to continually improve its service to the citizens of Tucson. In recognition of the importance of this document in translating our Department's mission and values into goals and objectives, we have invested a considerable amount of effort into developing a plan that helps us continue to effectively allocate our limited resources on the most important issues facing our community. As such the following six strategic goals will provide us direction for the next five years:



- Reduce, Solve and Prevent Crime
- Improve Quality of Life Issues
- Embrace and Integrate Technology Throughout the Agency
- Strengthen Communication
- Achieve Organizational Excellence and Provide Superior Service
- Develop and Retain a Quality Workforce

This plan does not cover everything that needs to be accomplished within the agency, but instead places focus on priority areas. Our Strategic Plan is not static in nature, but rather is designed to be a dynamic and flexible document that can evolve as the needs of our community change. The plan is designed with flexibility in mind while at the same time setting a foundation with consideration to best practices to guide the objectives and actions of the Tucson Police Department over the next five years.

Collaboration is a cornerstone in the development of our six strategic goals and it will continue to be necessary for their successful implementation. This requires that we build upon the strong relationships that we have already formed within the community and continue to forge new relationships with others. Working together towards these common interests, we can ensure that we will be able to continue to provide a quality of service to our community that is the hallmark of the Tucson Police Department. On behalf of the entire Tucson Police Department, I would like to extend my gratitude to this community for its continued input and support.

A handwritten signature in black ink, reading "Roberto Villaseñor".

Roberto Villaseñor
Chief of Police

MISSION, VISION & VALUES

MISSION

The mission of the Tucson Police Department is to serve the public in partnership with our community, to protect life and property, prevent crime, and resolve problems.

VISION

United in the spirit of teamwork, the Tucson Police Department is committed to providing the highest quality of police services to the people who live, work and visit our city. We will constantly evaluate and improve our efforts to enhance public safety with the goal of improving the quality of life within Tucson, while at the same time maintaining respect for individual rights and human dignity.

VALUES

- ◆ Leadership - Each member of the organization is responsible for establishing the direction of the Department and communicating the vision at every level of the organization. We show the way in our community by going first and guiding those who follow. We are entrusted with caring for the spirit of the organization.
- ◆ Service Orientation - Each employee enhances the quality of life within our community and our department through dedicated service.
- ◆ Integrity - Our value as police employees depends upon the respect and confidence we earn from the community and each other. The integrity of each individual, as well as the organization, is necessary for citizens to give us their trust. Without this trust, we cannot expect to form a partnership with the community.
- ◆ Excellence - We meet challenges and adversity with perseverance to attain individual and organizational goals.
- ◆ Fairness - Fundamental to delivery of professional police service is the fair and equitable treatment of all individuals. Whether citizen or employee, all must be treated with dignity and respect.
- ◆ Teamwork - Teamwork is essential to the successful operation of the Department. The team must include all employees working in partnership with each other and the community to attain our goals.
- ◆ Personal Responsibility - Each of us has a personal responsibility for the success of our community. We respect, care about, trust and support each other. We respect and encourage individual responsibility, while recognizing we have a right and obligation to participate in leading our community.

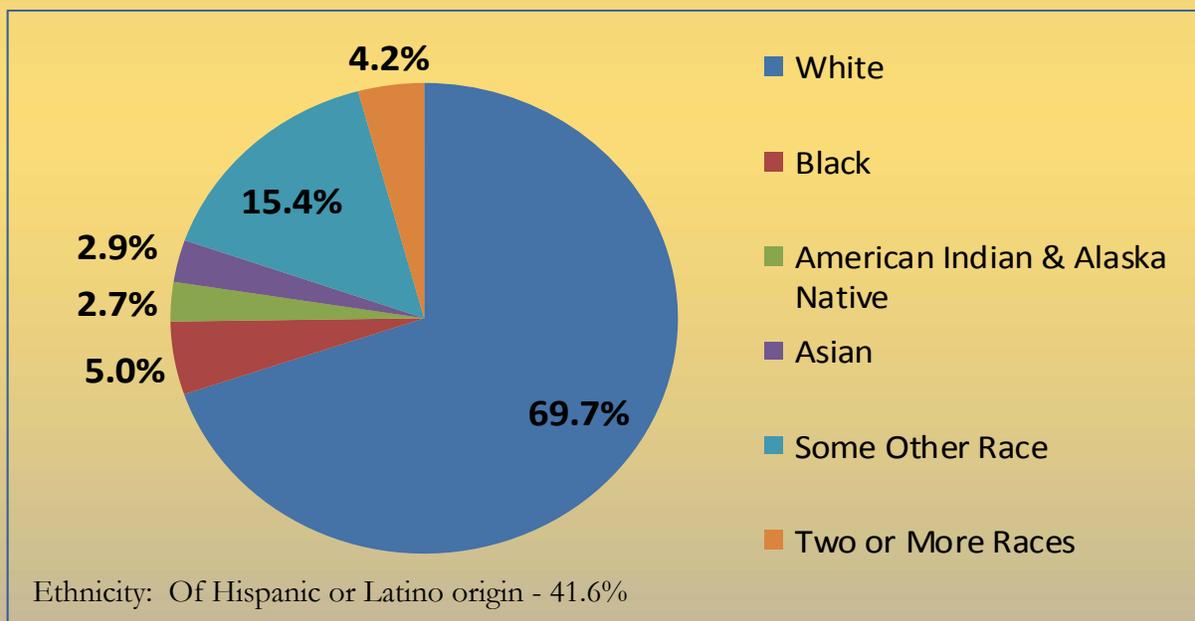
COMMUNITY OVERVIEW

The Tucson Police Department (TPD) provides police services to the city of Tucson which is located in, and the county seat of, Pima County, Arizona. Tucson has an estimated total resident population of 533,223 making it the 2nd largest city in the state, and the 32nd largest city in the nation. It is estimated that the total resident population increases with working commuters by 8.9%, thereby creating an estimated daytime population of 580,680. Other population dynamics include an influx of retirees during the winter months, college students during the academic school year, and a substantial tourism population attending many of the large special events throughout the year.



The city of Tucson is situated in the Sonoran desert approximately 60 miles north of the U.S./ Mexico border and is approximately 231.08 square miles.

Tucson is a culturally diverse community, and as of the 2010 Census is comprised as follows.



- Males - 49.5
- Females - 50.5%
- Median age - 33.0

- Under 18 years - 23.3%
- Over 18 years - 76.7%
- Under 5 years - 6.9%
- 65 years & older - 11.9%
- Language other than English spoken at home - 34.3%

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COMMUNITY OVERVIEW

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Tucson's most current socio-economic climate is as follows.

- High school graduates or higher - 84.2%
- Bachelor's degree or higher - 25.2%
- Median household income - \$36,428
- People of all ages in poverty - 23.5%
- Unemployment rate - 7.9%
(Arizona - 8.7%, U.S. - 8.5%)



The city continues to grow and annex more land. Between 2005 and 2012, an additional 2,050.54 acres was annexed. On the east side of town, the Houghton Area Master Plan was completed. New student housing has been erected on the west side of town. The downtown area continues to expand, with a new city public parking garage, the MLK Building consisting of 68 units for elderly and disabled persons, the New Armory Building consisting of 143 units for persons 62 years of age and older, the Unisource/TEP building which employs 425 persons, and student housing. The Rio Nuevo project as well continues with its revitalization plans for the downtown area. Additionally, transportation improvement projects are ongoing throughout the city.

Total calls for service have been on a slight upward trend over the past 24 months (2011 - 2012), while the number of sworn personnel has been steadily declining. The steady decline of sworn personnel has been mainly due to attrition. For 2011, the rate of total calls for service per 1,000 persons was 572, and the rate of sworn personnel per 1,000 persons was 1.79. In 2012, the rate of total calls for service per 1,000 persons was 616, and the rate of sworn personnel per 1,000 persons was 1.78.

Part 1 crime statistics for 2012 are as follows.

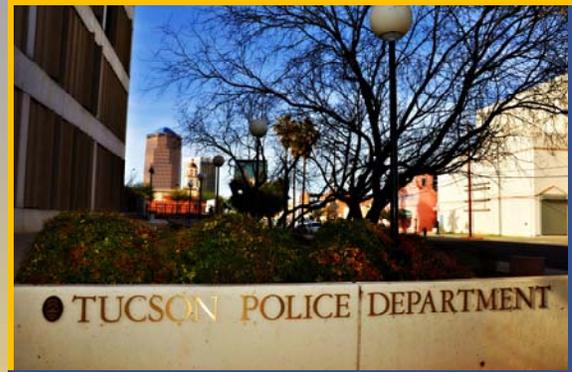
- Violent crime (homicide, sex assault, robbery & aggravated assault) is up 11.9% compared to the previous year.
- Property crime (burglary, larceny/theft, motor vehicle theft, arson) is up 16.0% compared to 2011.
- Part 1 crime overall is up 15.6% compared to the previous year.

The information in the preceding section was obtained from the following sources: 2010 Census, 2000 Census, 2010 American Community Survey, 1-Year Estimates, RealtyTrac.com, Bureau of Labor Statistics, November 2011, TPD HR Staffing Reports, 1/LEADS Calls for Service module, and Records Crime Activity Reports.

ORGANIZATIONAL OVERVIEW

The men and women of the Tucson Police Department (TPD) have been proudly serving and protecting the citizens of Tucson, Arizona since 1871. In 1871, the Department consisted of one Town Marshall serving a population of 3,200 people over a one square mile area.

Today, the Department is led by Chief Roberto Villaseñor, TPD's 46th Chief, has an authorized staff of 998 sworn personnel and 315.5 non-sworn personnel, and serves an estimated population of 533,223 persons over approximately 231 square miles. Spread across five divisions throughout the city, patrol officers respond on average to approximately 900 calls for service each day.



TPD is a progressive, professional law enforcement agency. The Department continually strives for excellence and has received national and international awards for various initiatives. It has also been accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since November 2001.



The organization possesses a strong set of values that direct how work is accomplished, and all members of the Department strive to conduct all official business in a manner consistent with them.

The Department's foundation is built on a community policing philosophy, and a strong emphasis is placed on building partnerships within the community and its neighborhoods to improve the quality of life in our city by working together to prevent crime, disorder and fear.

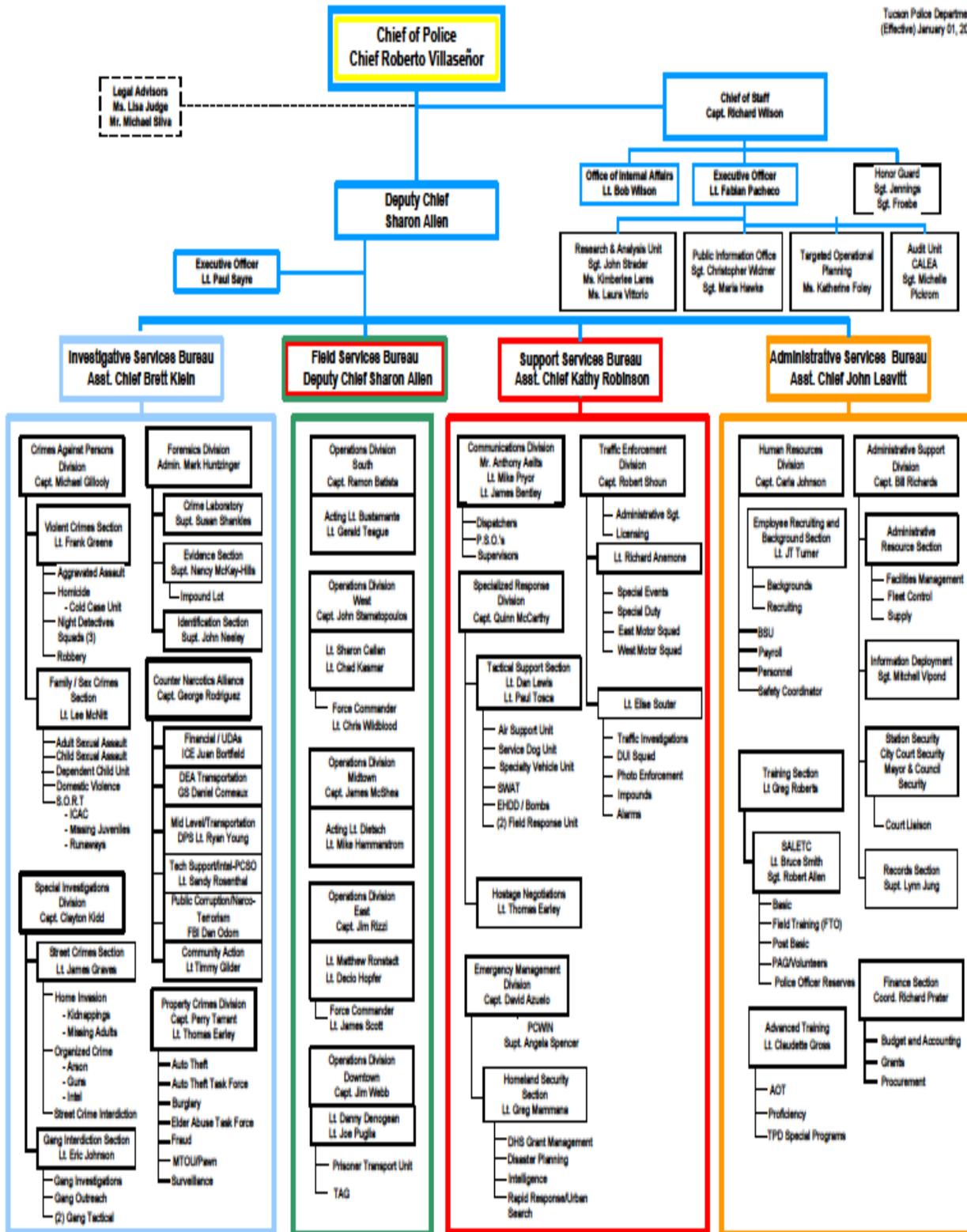
While the Department's enforcement actions are guided by the intelligence-led policing theory, it incorporates multiple policing strategies in its crime suppression and prevention efforts.



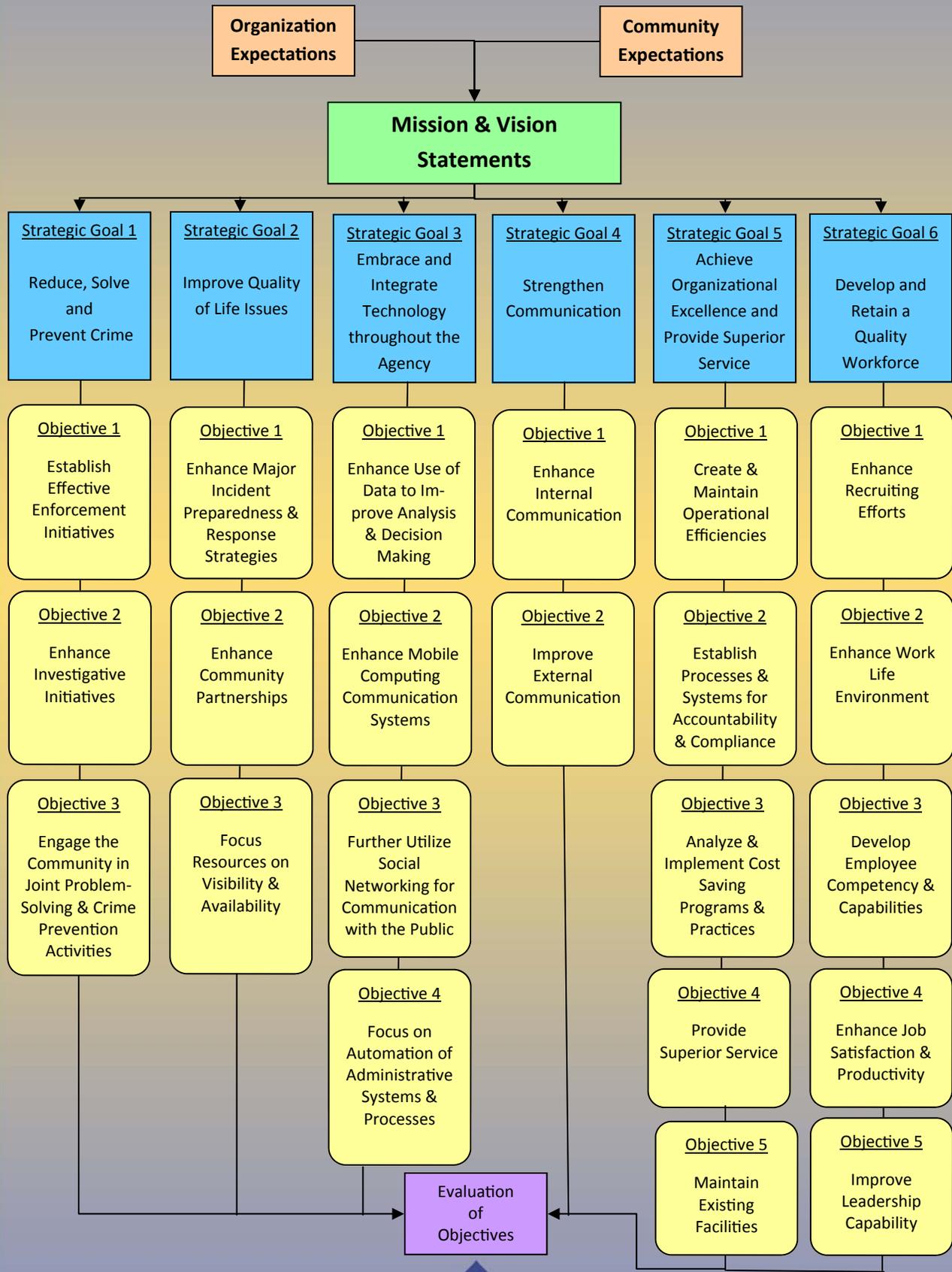
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ORGANIZATIONAL OVERVIEW

Tucson Police Department
(Effective) January 01, 2013



STRATEGIC PLAN FLOW CHART



PURPOSE & PLANNING PROCESS

I. PURPOSE

The Strategic Plan is a proactive tool that provides guidance in fulfilling our agency's mission with maximum efficiency and impact. The purpose of the Strategic Plan is to provide direction and continuity for the Tucson Police Department to improve its service to the citizens of Tucson. This five-year plan consists of six strategic goals.

Derived from the Department's mission and vision statements, the goals are broad, measurable categories that will each have a responsible party assigned to them, and when achieved move the organization closer to its stated vision. Under each goal are objectives that more clearly define the intent of the strategic goal. Objectives set specific measurable targets for each goal, and they are adaptable and can change over time. Each objective will have action items. The action items are specific activities which need to be completed in order to accomplish the objective, and may involve multiple initiatives or projects. The number of objectives and action items will vary depending upon the strategic goal.

The guiding principles of, and all efforts in, this Strategic Plan will be

- ◆ accomplished with a high degree of professionalism,
- ◆ encompassing of the Department's mission, vision and values,
- ◆ considerate and open to potential partnerships to maximize resources, avoid duplication of services, and improve service to the community,
- ◆ designed and implemented with consideration to best practices,
- ◆ inclusive of all stakeholders and considerate of their input,
- ◆ thoroughly planned and reviewed by stakeholders before implementation,
- ◆ a benchmark for progress within our agency and a system of accountability, and
- ◆ evaluated and reported on an annual basis.

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PURPOSE & PLANNING PROCESS

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II. PLANNING PROCESS

A. Overview & Evaluation of the 2005 - 2010 Strategic Plan

The 2005-2010 Strategic Plan consisted of six goals, 20 objectives, and 242 strategies. Five of the original goals continue to support the mission and vision of this Department. The sixth goal is either complete, or due to budget constraints is not applicable for the current plan. Approximately 41% of the 242 original strategies were completed in their entirety, though some of the programs have since been disbanded or eliminated. Approximately 37% of the original strategies have been identified as still relevant and needing to be carried over in to this plan.

There have been many accomplishments since 2005, some of the most significant of which are as follows.

- ◆ Facility expansions (Identification/Evidence, Operations Division West, Traffic, and the Crime Lab).
- ◆ Creation of new units (Homeland Security Division, Targeting All Graffiti (TAG), Cold Case, Organized Crime, Home Invasion, Prisoner Transport), and expansion of the Night Detective Squad.
- ◆ 2007 redistricting and creation of a fifth division, Operations Division Downtown
- ◆ Implementation of a Strategic Communications Plan, the e-citation system, the DIMS/Beast system for evidence tracking, in-car cameras, digital photography at crime scenes, AFRS, LeadsOnline, and the Limited English Proficiency program
- ◆ Violent Crime Initiative and response to unruly gatherings
- ◆ Revision of the Discipline Matrix
- ◆ Achieved a significant decrease in auto thefts
- ◆ Creation of social media sites for better communications to and from the public
- ◆ Passed two CALEA re-accreditation audits
- ◆ Upgrades to mobile computers, police vehicles, computer systems, software, police safety equipment (vests, holsters, guns)

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PURPOSE & PLANNING PROCESS

Continued from page 10...

There are various reasons that all of the objectives from the previous plan were not met, chief among these was a dramatic change in the economy. With that said, in order to capitalize on those things within our control thereby achieving a greater percentage of objective fulfillment, we have decided to incorporate the following tenants in to the 2013 - 2018 Strategic Plan.

- ◆ All action items will be clear and concise.
- ◆ All goals, objectives and action items will be assigned to a specific position in order to account for rotations, promotions and attrition.
- ◆ All positions assigned to a goal shall be that of Captain and above.
- ◆ Each action item will be accompanied with a specific timeframe within which the action is to be completed.
- ◆ Evaluations shall be conducted at least once per year.



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PURPOSE & PLANNING PROCESS

Continued from page 11...

B. Stakeholder Input

An essential part of formulating this Five-Year Strategic Plan was obtaining input from both community members and Department employees. The data from each was gathered and analyzed. A thorough review of the responses indicated that there were many common themes present. While respondents may have worded their individual answers differently, the points they were making were the same. Therefore, these common themes were identified along with the number of responses associated with each theme. These themes were then used to assist in developing strategic objectives that serve as the core of this five-year Strategic Plan.

1. Community Input

Community input was obtained through both the triennial citizen satisfaction surveys and through continuous online surveys via the TPD website. The purpose of these efforts was to gather information from the community on the Department's response to crime, communication effectiveness, customer service, and community needs. Input was mainly obtained from the surveys, which were delivered via point-of-service. A total of 393 surveys were completed and returned. The affirmative results of this survey were as follows.



- 71% of respondents rated TPD's service as excellent.
- 77% of respondents rated in-person contact with TPD employees as very professional.
- 51% of respondents rated telephone contact with TPD employees as very professional.
- 50% of respondents rated TPD's response time as excellent.
- 64% of respondents rated the Department overall as excellent.
- 33% of respondents rated TPD's efforts at controlling crime as excellent.
- When ranking various categories of crime that people felt TPD should give priority to, the top three (in order of priority) were: violent crime, robbery, and burglary.

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PURPOSE & PLANNING PROCESS

Continued from page 12...

The single, most common suggestion for improvement was to “hire more police officers,” as citizens expressed their desire for more of a police presence, especially patrolling through neighborhoods, stopping and talking with people, responding faster to calls for service, and investigating more cases.

The majority of additional comments made were positive, and exemplified the agency’s mission and vision with statements such as “They have always responded with professionalism and have treated our clients with dignity and respect.”

Other methods of obtaining community input include, but are not limited to, the neighborhood community meetings which are held at various times throughout the year, and the annual National Night Out events.

2. Employee Input

Employee input was obtained in two ways, through an anonymous online internal written survey by section/division, and through both commander and line-level day-away meetings. A thorough review of the responses indicated that there were many common themes present. While respondents may have worded their individual answers differently, the points they were making were the same. Therefore, these common themes were identified and used to assist in developing strategic objectives that serve as the core of this five-year Strategic Plan.



(a) Internal Written Survey.

A total of 594 surveys were completed and submitted, and of those, affirmative responses overall remained fairly high.



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PURPOSE & PLANNING PROCESS

Continued from page 13...

For example, in answer to the yes or no survey questions, more than three-quarters of respondents felt they were being kept up-to-date on issues facing the Department. Most felt that regular staff meetings were held, and that the information from those meetings was made available to them. The majority of respondents felt that their supervisor provided them with effective performance feedback and the necessary guidance for them to succeed. The greater number of respondents felt that their command staff made themselves available, and nearly all respondents felt that their command staff conveyed a professional image.

Lastly, responses to one of the questions demonstrated the need for improvement on the level of employee awareness of the specific goals and/or objectives of their section/division, which we are taking forward in development of this Strategic Plan.

(b) Day-Away Meetings.

TPD commissioned selected personnel to meet and discuss strategies and programmatic recommendations for handling issues facing the agency. The Commander day-away was held on August 2, 2011, and the line-level day-away on September 2, 2011. The most common themes from each were used in the development of this plan.

C. Analysis of Strengths, Weaknesses, Opportunities & Threats

- Strengths:
- A progressive, professional, and service-oriented Department
 - Possess a strong set of values
- Weaknesses:
- Reduction in resources which affects staffing levels, service levels, and our ability to remain on the cutting edge of emerging technologies.
 - Anticipated loss of 49% of Command staff by the year 2015 due to retirements.
- Opportunities:
- Enhance community partnerships
 - Enhance strategic partnerships with other law enforcement agencies
 - Enhance innovation strategies
 - Public communication and education through social-networking
 - Implementation of a new CAD and RMS system
- Threats:
- Increasing demands on police services due to an increase in population, annexation of land, complexity of crime on a limited decreasing staff.

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IMPLEMENTATION & EVALUATION

I. IMPLEMENTATION

This Strategic Plan is a dynamic, flexible document that will guide the thinking and actions of the Tucson Police Department over the next five years. To insure that this document serves as an essential tool rather than something that sits on a shelf, it will be evaluated and updated annually by gathering input from employees, partners, and community members.

The Department's mission and values serve as the basis for the six strategic goals set forth in this plan. Each of the objective action items will be assigned a responsible party, a timeline for completion, and a funding source (see acronym legend below).

Limited resources demand that the Department focus its energy and direction on these strategic directions for maximum efficiency in meeting our mission. This plan does not cover everything that needs to be accomplished within the agency, but instead places focus on priority areas. In order for the Strategic Plan to succeed, it requires full commitment, participation, and input from all members of the agency. The goals and objectives of the Strategic Plan will be communicated to all TPD members.

II. EVALUATION

To ensure continuing progress and success in implementing the Strategic Plan, the plan will be evaluated on an annual basis by the Research and Analysis Unit. The evaluation was timed in accordance with the biannual TOP meetings. A report will be published and the status of goals will be presented by each assigned responsible party at the biannual TOP meetings.

FUNDING SOURCE LEGEND

BF	Bond Funds
CIP	Capital Improvement Project
GR	Grant Funds
NA	Not Applicable
O&M	Operating Funds
OR	Other Resources
UF	Unfunded

STRATEGIC GOALS & OBJECTIVES

GOAL 1: Reduce, Solve and Prevent Crime

OBJECTIVE 1.1: Establish Effective Enforcement Initiatives

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.1.1	Research and implement methods to reduce violent crimes	CAPD Captain	1 Year	O&M
1.1.2	Conduct educational outreach campaigns	ASD Captain/COP	2 Years	O&M
1.1.3	Implement the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) program	Traffic Division Captain	1 Year	O&M
1.1.4	Develop and implement crime prevention strategies based on TOP (Targeted Operational Planning) and other data-driven approaches	Chief of Staff	1 Year	O&M
1.1.5	Establish a unit dedicated to metal theft	ISB Chief	2 Years	O&M
1.1.6	Modernize and enhance the capability of the Division CRT Units, expand to two squads per Division, each with 8-10 unmarked vehicles, surveillance and recording equipment	FSB Chief	2 Years	O&M
1.1.7	Establish/renew the Crime Prevention Unit	SSB Chief	2 Years	O&M
1.1.8	Research and develop a plan to work with victims to reduce repeat victimization	FSB Chief	1 Year	O&M
1.1.9	Establish a unit dedicated to graffiti	FSB Chief	2 Years	O&M
1.1.10	Establish a Vice Unit	ISB Chief	2 Years	O&M

MEASURES OF SUCCESS:

- Reduction of crime and collisions in targeted areas
- Reduction of Part 1 and Part 2 crimes

STRATEGIC GOALS & OBJECTIVES

GOAL 1: Reduce, Solve and Prevent Crime

OBJECTIVE 1.2: Enhance Investigative Initiatives

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.2.1	Continue working with all local area law enforcement agencies to input information into COPLINK for enhanced interagency searches	EMD Captain	2 Years	
1.2.2	Enhance Computer Forensics Unit to meet existing and future needs	Forensic Division Administrator	1 Year	
1.2.3	Implement all-blood DUI testing	Traffic Division Commander/ Forensic Division Administrator	2 Years	
1.2.4	Continue contributing to the Department's violent crime reduction efforts through the proactive education and enforcement efforts in liquor investigations	SID Captain	1 Year	
1.2.5	Enhance forfeiture efforts to have a greater impact on drug, fraud, theft, and other racketeering crime enforcement	SID Captain	1 Year	
1.2.6	Enhance quality control measures relating to case assignment through review and revision of case assignment criteria	CAPD Captain	1Year	
1.2.7	Develop a comprehensive case evaluation system assessing Detective's performance	CAPD Captain	1 Year	
1.2.8	Establish a collaborative effort with federal law enforcement partners to enhance participation in the National Integrated Ballistic Information Network (NIBIN)	Forensic Division Administrator	1 Year	
1.2.9	Expand and improve capabilities for fingerprint examination by increasing capacity for ninhydrin processing to detect latent fingerprints	Forensic Division Administrator	2 Years	

STRATEGIC GOALS & OBJECTIVES

GOAL 1: Reduce, Solve and Prevent Crime

OBJECTIVE 1.2: Enhance Investigative Initiatives

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.2.10	Expand capabilities for major crime scene evidence collection and processing response	Forensic Division Administrator	2 Years	
1.2.11	Develop a comprehensive management report for investigative divisions that incorporates performance measures relating to case assignment, closure and prosecution rates	PCD Captain	1 Year	
1.2.12	Identify and procure a viable leads management system for major crime scene response	PCD Captain	2 Years	
1.2.13	Develop a prioritized response system for the Crime Scene Unit and provide department training for new processes	Forensic Division Administrator	1 Year	
1.2.14	Develop a Homeland Security/Criminal Intelligence Unit to centralize communication and training	EMD Captain / SID Captain	1 Year	
1.2.15	Expand COPLINK modules for use by patrol	EMD Captain	1 Year	

MEASURES OF SUCCESS:

- Reduction in DUI cases overturned
- Feedback indicating an improvement of the quality of cases that are moving forward
- Improved service and response in evidence recovery and processing for crime scenes
- Increase in input into NIBIN and number of “hits” detected through the system and the resultant impact on detection of violent crime offenders
- Reductions in the backlog of evidence processing
- Enhance Crime Scene Unit response to field

STRATEGIC GOALS & OBJECTIVES

GOAL 1: Reduce, Solve and Prevent Crime

OBJECTIVE 1.3: Engage the Community in Joint Problem-Solving & Crime Prevention Activities

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
1.3.1	Continue to educate teen drivers on accident avoidance (START)	Traffic Division Captain	1 Year	O&M
1.3.2	Continue to educate drivers on proper use of child restraint systems	Traffic Division Captain	1 Year	GR
1.3.3	Conduct divisional community open houses, on a biannual basis, to provide a forum for public discussion focusing on specific quality of life issues in partnership with Ward offices and local business leaders	FSB Chief	1 Year	O&M
1.3.4	Develop a program to utilize offender interviews to enhance the Department's problem-solving and crime prevention methods	ISB Chief	1 Year	O&M
1.3.5	Resurrect the TPD Volunteer Program	ASB Chief	2 Years	O&M
1.3.6	Resume annual Citizen-Police Academy and Teen Academy classes	ASB Chief	2 Years	O&M
1.3.7	Work with neighborhood coalitions in extending the Drug Take Back Program	FSB Chief	1 Year	O&M
1.3.8	Continue to participate in anti-drug campaigns	CNA Captain		
1.3.9	Continue with Crime-Free Multi-Housing Program	FSB Chief		

MEASURES OF SUCCESS:

- Number of events and anecdotal testimonials

STRATEGIC GOALS & OBJECTIVES

GOAL 2: Improve Quality of Life Issues

OBJECTIVE 2.1: Enhance Major Incident Preparedness & Response Strategies

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
2.1.1	Conduct annual Emergency Support Function (ESF) drills with City department heads to prepare for all hazards	EMD Captain	2 Years	
2.1.2	Incorporate cyber attacks into the City's Recovery Plan	EMD Captain	2 Years	
2.1.3	Prepare a disaster plan specific to Department Communications systems, and regularly drill for all hazards	EMD Captain	2 Years	
2.1.4	Coordinate annual emergency evacuation drills for all City departments	EMD Captain	2 Years	
2.1.5	Coordinate and participate in in-depth site security assessments on identified targets to include vulnerability mitigation	EMD Captain	2 Years	
2.1.6	Participate in the Pima County Wireless Integrated Network (PCWIN) project, to ensure interoperability communications between COT Police, Fire and other public safety entities throughout Pima County	EMD Captain	2 Years	
2.1.7	Lobby at the county, state, and federal levels to ensure continuance of Homeland Security funding	EMD Captain	2 Years	
2.1.8	In partnership with the community, create a detailed plan for all hazards	EMD Captain	2 Years	

MEASURES OF SUCCESS:

STRATEGIC GOALS & OBJECTIVES

GOAL 2: Improve Quality of Life Issues

OBJECTIVE 2.1: Enhance Major Incident Preparedness & Response Strategies

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
2.1.9	Train all City departments in NIMS. Exercise all departments and create a system for tracking all employees' training for NIMSCAST compliance	EMD Captain	2 Years	
2.1.10	Complete Resource Typing for all City departments for use in WebEOC	EMD Captain	2 Years	
2.1.11	Conduct regular lock down and evacuation drills with training scenarios at local schools to ensure operational readiness of school staff to respond to threats, and link with Rapid Response Teams and FORCE Squads	SRD Captain		
2.1.12	Identify funding and coordinate replacement of SWAT Equipment Vehicle and Buy Bust Van	SRD Captain		
2.1.13	Obtain wireless remote for command's control of the Explosive Ordinance Disposal (EOD) robot to the Tactical Operations Center (TOC)	SRD Captain		
2.1.14	Identify funding and coordinate obtaining surveillance equipment on aircraft	SRD Captain		
2.1.15	Create a citywide program for employee expectations during an emergency	EMD Captain	2 Years	

MEASURES OF SUCCESS:

STRATEGIC GOALS & OBJECTIVES

GOAL 2: Improve Quality of Life Issues

OBJECTIVE 2.2: Enhance Community Partnerships

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
2.2.1	Continue to provide representation on Bicycle Advisory Committee	Traffic Division Captain	1 Year	O&M
2.2.2	Enhance Community Policing efforts with a personalized policing program by attending quarterly award meetings of neighborhood alliances	FSB Chief	2 Years	O&M
2.2.3	Collaborate with merchants, financial institutions and citizens to make use of existing electronic surveillance video systems	PCD Captain	4 Years	O&M
2.2.4	Hold quarterly Steering Committee meetings with community leaders	COP	2 Years	O&M
2.2.5	Enhance dissemination of information to the public on important matters of concern	COP	4 Years	O&M
2.2.6	Enhance Neighborhood Watch efforts by increasing participation and identification of points of contact with Neighborhood Watch leaders	FSB Chief	2 Years	O&M

MEASURES OF SUCCESS:

- Number of meetings attended

STRATEGIC GOALS & OBJECTIVES

GOAL 2: Improve Quality of Life Issues

OBJECTIVE 2.3: Improve Response to Community Needs & Expectations

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
2.3.1	Continue conducting a community survey to correctly determine, address and reduce fear of crime	COP/CALEA	1 Year	O&M
2.3.2	Develop community partnerships with local organizations involved in drug issues to develop methodologies to address the impact of drugs within the community	Patrol Division Captains	2 years	O&M
2.3.3	Enhance social networking to provide citizens a forum for reporting quality of life issues to include tips, complaints, and receive crime updates	Chief of Staff	2 Years	O&M
2.3.4	Explore alternative response systems to provide citizens with reporting options at initial contact, mail-in, on-line reporting, or call back	SSB Chief/ Communications Division Administrator	1 Year	O&M
2.3.5	Dedicate resources for attendance at Neighborhood Watch meetings, to include expanded training for all CSOs/CROs in Crime Free Multi-Housing	Patrol Division Captains	1 Year	O&M

MEASURES OF SUCCESS:

- Track citizen contacts that provide viable concerns to be addressed by Police and document resolution
- Citizen satisfaction surveys
- Track graffiti arrests by division and receive final disposition from courts to include any restitution
- Document number of drug awareness presentations and number of attendees participating in the program
- Implement NIXLE and track number of visits to current and new sites, logging successful tips and documenting final resolution, complete year-to-year comparisons
- Monitor the use of each option and obtain feedback from citizens utilizing each option

STRATEGIC GOALS & OBJECTIVES

GOAL 2: Improve Quality of Life Issues

OBJECTIVE 2.3: Improve Response to Community Needs & Expectations

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
2.3.6	Implement phased-in return of Bicycle Units in all patrol divisions to target specific neighborhood concerns	FSB Chief	3 Years	O&M
2.3.7	Change boundaries of the field divisions to equitably cover activity levels	FSB Chief		
2.3.8	Develop a new communications center to include new workstations, office facilities, break area, etc., and a create a “people friendly” environment	Communications Division Administrator	Ongoing	
2.3.9	Implement a “continuous hiring” process for PSOs and PSDs, so that replacements can be selected in a timely fashion	Communications Division Administrator / HRD Captain		
2.3.10	Introduce minimum staffing model to the field	FSB Chief		

MEASURES OF SUCCESS:

- Log attendance and topics of concern at each meeting, including quality of life issues that are addressed and resolved
- Track the number of complexes by Division involved in CFMH and the level of participation within each phase
- Link smart patrol of Bicycle Unit with TOP initiatives by Division, tracking arrests and clearances
- Citizen quality of life concerns submitted at each meeting with a satisfaction survey prioritizing each concern, assignment, tracking and resolution of police related issues to be completed within six months

STRATEGIC GOALS & OBJECTIVES

GOAL 2: Improve Quality of Life Issues

OBJECTIVE 2.4: Focus Resources on Visibility & Availability

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
2.4.1	Conduct sobriety checkpoints in areas of high DUI and alcohol related collision activity	Traffic Division Captain	1 Year	GR
2.4.2	Conduct high visibility patrols in high crime areas	Patrol Division Captains	Ongoing	O&M
2.4.3	Concentrate on recruiting with quarterly recruiting seminars and nationwide recruitment	ASB Chief	2 Years	O&M
2.4.4	Begin conducting PSAs	COP/PIO	2 Years	O&M
2.4.5	Begin conducting biannual or bimonthly television segments hosted by cable Channel 12 with Q&A	COP/PIO	2 Years	O&M

MEASURES OF SUCCESS:

- Number of checkpoints and related statistics

STRATEGIC GOALS & OBJECTIVES

GOAL 3: Embrace and Integrate Technology throughout the Agency

OBJECTIVE 3.1: Enhance Use of Data to Improve Analysis & Decision Making

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
3.1.1	Develop a collaborative structure to provide real-time crime statistics and evaluations	CAPD Captain / PCD Captain	3 Years	
3.1.2	Utilize technology to provide instant and updated analytical data to all interested parties	ASD Captain	3 Years	
3.1.3	Professionalize the job classification of all analysts in order to perform advanced statistical analysis to better detect crime and criminal trends, and distinguish between criminal analysts and intel analyst duties	EMD Captain / PCD Captain		
3.1.4	Integrate PCWIN's capabilities into the investigative function	EMD Captain / PCD Captain	3 Years	
3.1.5	Increase the role of all department analysts through a dedicated training program and create a merit structure dependent upon position and training	EMD Captain / PCD Captain	2 Years	
3.1.6	Increase involvement of Terrorism Liaison Officers (TLO) with investigations	EMD Captain / PCD Captain	1 Year	
3.1.7	Increase data mining ability through COPLINK and other applications	EMD Captain / PCD Captain	1 Year	N/A

MEASURES OF SUCCESS:

STRATEGIC GOALS & OBJECTIVES

GOAL 3: Embrace and Integrate Technology throughout the Agency

OBJECTIVE 3.3: Focus on Automation of Administrative Systems & Processes

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
3.3.1	Complete the implementation of Telestaff	HR Captain	1 Year	
3.3.2	Complete the implementation of Intergraph	ASD Captain	2 Years	
3.3.3	Conduct and publish a staff study to determine where technology may be utilized in the Agency	ASD Captain	2 Years	
3.3.4	Utilize the new online training system to enhance training and communication opportunities	Academy Division Captain	1 Year	

MEASURES OF SUCCESS:

STRATEGIC GOALS & OBJECTIVES

GOAL 4: Strengthen Communication

OBJECTIVE 4.2: Enhance External Communication

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
4.2.1	Maintain regional and national partnerships through sustained and increased regional and national presence	EMD Captain	Ongoing	
4.2.2	Continue networking and collaboration with PCWIN related entities to establish and uphold effective exchange of information and ideas	EMD Captain	Ongoing	
4.2.3	Team up with COT personnel towards the effort of combining resources to effectually meet the common goals of the PCWIN project	EMD Captain	2 Years	
4.2.4	Create an outreach function with EMD through social media	EMD Captain	1 Year	O&M
4.2.5	Begin an electronic media communication program imparting quality of life tips for the community	COP/PIO	2 Years	O&M

MEASURES OF SUCCESS:

STRATEGIC GOALS & OBJECTIVES

GOAL 5: Achieve Organizational Excellence and Provide Superior Service

OBJECTIVE 5.1: Create & Maintain Operational Efficiencies

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
5.1.1	Establish a program to monitor COPLINK usage by investigators	EMD Captain / PCD Captain	2 Years	
5.1.2	Create a training program for all analysts to maximize their effectiveness	EMD Captain / PCD Captain	1 Year	
5.1.3	Upgrade Legacy 9-1-1 telephony equipment to ensure optimal functionality and to provide a pathway for technological advancement	EMD Captain	1 Year	
5.1.4	Facilitate establishment of policies and procedures representative of the new PCWIN radio system	EMD Captain	2 Years	

MEASURES OF SUCCESS:

STRATEGIC GOALS & OBJECTIVES

GOAL 5: Achieve Organizational Excellence and Provide Superior Service

OBJECTIVE 5.2: Establish Processes & Systems for Accountability & Compliance

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
5.2.1	Finalize system design to add a management oversight tool to COPLINK, ensuring that the system integrates with early warning software	EMD Captain	2 Years	
5.2.2	Simplify the grant application process for DHS grants	EMD Captain & Finance Coordinator	1 Year	
5.2.3	Standardize the Intel collection and storage process to ensure 28 CFR part 23 compliance throughout the agency	EMD Captain / SID Captain	1 Year	

MEASURES OF SUCCESS:

Blank area for defining measures of success.

STRATEGIC GOALS & OBJECTIVES

GOAL 5: Achieve Organizational Excellence and Provide Superior Service

OBJECTIVE 5.3: Analyze & Implement Cost Saving Programs & Practices

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
5.3.1	Develop and implement an approach that defines true needs with considerations for operational impacts, budget impact, and a cost-benefit analysis prior to implementing a plan, service, or program	ASB Chief	1 Year	
5.3.2	Annually evaluate and update a budget plan denoting when major expenditures are necessary	ASB Chief	1 Year	
5.3.3	Institute an unmet needs plan updated quarterly	ASB Chief	1 Year	
5.3.4	Institute quarterly grant and budget update meetings with divisions	ASB Chief	1 Year	
5.3.5	Implement on-line payment options for alarm registration and false alarm fee assessments	Traffic Division Captain	1 Year	UF
5.3.6	Implement e-mail notification of alarm registration renewal	Traffic Division Captain	1 Year	UF

MEASURES OF SUCCESS:

- Budgeted money is more efficiently used

STRATEGIC GOALS & OBJECTIVES

GOAL 5: Achieve Organizational Excellence and Provide Superior Service

OBJECTIVE 5.4: Provide Superior Service

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
5.4.1	Establish procedures to clear unnecessary personnel from scenes and unneeded doubling up on response to calls	FSB Chief	1 Year	O&M
5.4.2	Implement and maintain a Strategic Staffing Plan	COP/Research & Analysis	1 Year	O&M
5.4.3	Establish and implement time guidelines necessary to complete calls for service based upon a 5-year historical analysis, to provide management with a tool to help determine a staffing model and supervisors a mechanism to help manage personnel	FSB Chief	2 Years	O&M
5.4.4	Re-evaluate response times for Level 1-4 calls for service and implement revisions as necessary	FSB Chief	1 Year	O&M

MEASURES OF SUCCESS:

STRATEGIC GOALS & OBJECTIVES

GOAL 5: Achieve Organizational Excellence and Provide Superior Service

OBJECTIVE 5.5: Maintain Existing Facilities

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
5.5.1	Develop cost effective privatization plan to maximize allotted funding	ASD Captain	1 Year	
5.5.2	Develop schedule for recurrent big ticket facility improvements into a 5-year plan	ASD Captain	2 Years	

MEASURES OF SUCCESS:

- Reduction in work orders and unplanned maintenance

STRATEGIC GOALS & OBJECTIVES

GOAL 6: Develop and Retain a Quality Workforce

OBJECTIVE 6.1: Enhance Recruiting Efforts

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
6.1.1	Establish responsibility to oversee recruiting website content—redesign website	HRD Captain	6 Months	N/A
6.1.2	Improve the application process to include clear links to the application on the City website and informational videos	HRD Captain	6 Months	N/A
6.1.3	Develop recruiting partnership with Pima Community College	HRD Captain	1 Year	N/A
6.1.4	Develop an advertising plan to target identified applicant pools	HRD Captain	1 Year	N/A
6.1.5	Upgrade content of, and increase frequency of recruiting presentations	HRD Captain	6 Months	N/A
6.1.6	Expand outreach and recruitment efforts through the refugee populations in Tucson	EMD Captain	5 Years	
6.1.7	Become a recognized leader in law enforcement by hosting regional training classes and meetings to include SWAT Command School	SRD Captain		
6.1.8	Enhance EOD training integrated with SID and the Crime Lab	SRD Captain		

MEASURES OF SUCCESS:

STRATEGIC GOALS & OBJECTIVES

GOAL 6: Develop and Retain a Quality Workforce

OBJECTIVE 6.2: Enhance Work Life Environment

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
6.2.1	Provide career ladders for employees with realistic expectations	HRD Captain	1 Year	N/A
6.2.2	Enhance exit interviews to determine why employees are leaving and prepare a biannual report to senior staff	HRD Captain	6 Months	N/A
6.2.3	Transition from sworn Sergeants in EMD to civilian employees trained in emergency management	EMD Captain	2 Years	

MEASURES OF SUCCESS:

Blank area for defining measures of success.

STRATEGIC GOALS & OBJECTIVES

GOAL 6: Develop and Retain a Quality Workforce

OBJECTIVE 6.3: Develop Employee Competency & Capabilities

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
6.3.1	Facilitate the relationship between SALETC Basic Training and Pima Community College (PCC) law enforcement program to create a path for PCC graduates to be hired by TPD and put into a post-basic academy	HRD Captain/ Academy Division Captain	4 Years	
6.3.2	Increase the reserve program with better recruitment efforts and utilize Reserve Officer General Instructors to assist SALETC with teaching basic training recruit classes	HRD Captain/ Academy Division Captain	5 Years	
6.3.3	Establish an annual evaluator/role-player proficiency training program for basic recruit scenario-based training	Academy Division Captain	2 Years	
6.3.4	Establish an annual PAG/Volunteer training program for defensive driving, point control and missing person call-outs	Academy Division Captain	5 Years	
6.3.5	Develop and establish an annual AOT program for civilian employees	Academy Division Captain	2 Years	
6.3.6	Train and certify subject matter experts in physical fitness, defensive tactics, driver's training and firearms training	Academy Division Captain	3 Years	
6.3.7	Add training component to the post-basic class on the Alternative to Jail Program	Academy Division Captain	1 Year	
6.3.8	Restructure the 1st Phase of the FTO program, adding an additional week to the phase	Academy Division Captain	2 Years	
6.3.9	Train and issue Tasers for all identified commissioned personnel	Academy Division Captain	2 Years	

STRATEGIC GOALS & OBJECTIVES

GOAL 6: Develop and Retain a Quality Workforce

OBJECTIVE 6.3: Develop Employee Competency & Capabilities

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
6.3.10	Convert military surplus rifles, conduct training and deploy them in the field	Academy Division Captain	1 Year	
6.3.11	Develop a training committee to establish a separate AOT training track for Detectives	Academy Division Captain	4 Years	
6.3.12	Implement and train all department personnel on the new online training program	Academy Division Captain	1 Year	

MEASURES OF SUCCESS:

- Feedback from Division Command staff pertaining to Community Project Presentations
- Internal customer service
- Success rate among recruit training, graduation and FTO program
- New training completed
- Specialty equipment purchased and training established

STRATEGIC GOALS & OBJECTIVES

GOAL 6: Develop and Retain a Quality Workforce

OBJECTIVE 6.5: Improve Leadership Capability

ACTION ITEMS:

	Description	Responsible Party	Timeline	Funding Source
6.5.1	Continue to provide leadership training to supervisory and command staff, consider generational differences	Academy Division Captain	1 Year	O&M
6.5.2	Incorporate additional leadership training to include conflict resolution and positive discipline, effective coaching techniques, effective communication and listening, and performance management and effective feedback	Academy Division Captain		
6.5.3	Develop and implement a training program on problem-solving techniques for all first-line supervisors	Academy Division Captain		
6.5.4	Provide supervisory and planning-skills training for all supervisors	Academy Division Captain		

MEASURES OF SUCCESS:

Employee survey results

CONCLUSION

The Strategic Plan outlines the Department's service efforts, accomplishments and future challenges. The strategic goals, associated objectives and action items are intended to serve as a guide as we focus on the long-term and short-term needs of both the Department and the community. The Strategic Plan is not only a plan, but a process that will evolve each year through an annual review, thus allowing us to modify the plan as future challenges arise.

Due to the declining economy and the City's overall budget reductions, the Department's budget has been significantly reduced and funding for additional resources has not been approved for the past two fiscal years. As a result, the Department had lost up to 18.8% of its sworn workforce during the same time period, with many of the vacant positions being cut. The Department was also forced to reduce its level of service provided to the community, by initiating alternative responses to certain calls for service, such as non-injury motor vehicle accidents.

As the Department begins to make a cautious recovery over the next several years, we will face several major challenges. Some of the future challenges we face as an agency are as follows.

- Reclaiming a competitive position in regard to employee compensation
- Maintaining adequate staffing levels to meet increased demands for service
- Serving multi-lingual communities
- Uncertain economic future
- Unemployment rate
- Foreclosed and vacant homes and/or businesses
- Increase in prison releases
- Rising rate of crimes related to gang violence

Moving forward we are looking into updating our current staffing model, remaining on the cutting edge of emerging technologies, and building upon innovative strategies such as intelligence-led and predictive policing. Providing excellence in service remains a top priority as we move forward and recover from these economic challenges.

Service Orientation

Leadership

Integrity

Excellence

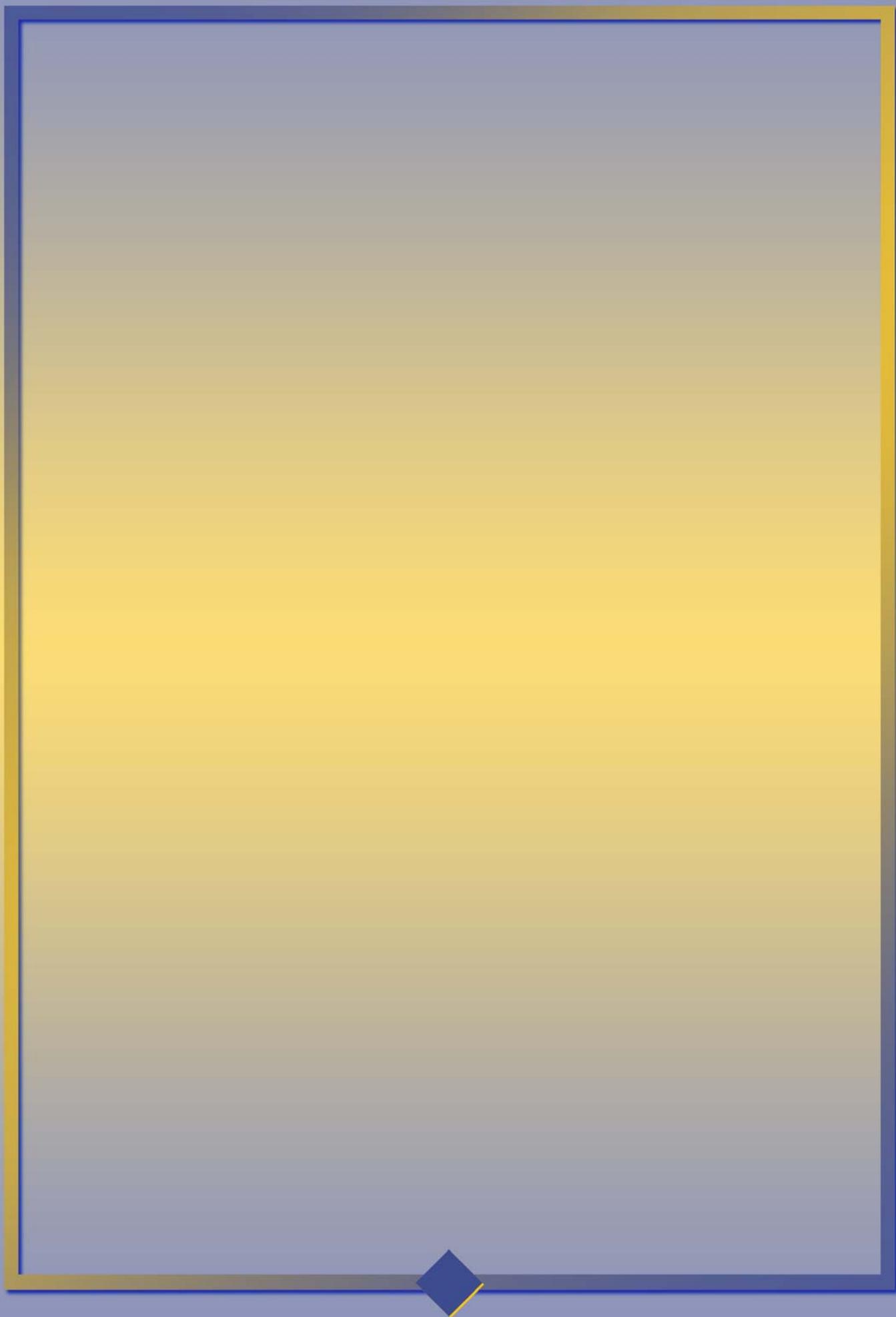


Fairness

Teamwork

Personal Responsibility

Ready to Protect, Proud to Serve





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