

Oro Valley **POLICE**

2019 Strategic Plan



Acknowledgments

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Overview

I am pleased to present the Oro Valley Police Department's 2019 two year Strategic Plan. This document outlines our vision for the future and identifies four focus areas with goals and strategies to achieve that vision.

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

While this will be my last Strategic Plan, I believe that this plan will serve as a guide for future leadership reflecting the Oro Valley Police Department's pledge to our community to provide quality, transparent, professional service.

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,



Daniel G. Sharp
Chief of Police



Department Mission

The mission statement is the fundamental purpose of this 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 this Department. It defines how the Department will achieve its mission by employing behaviors and attitudes that achieve the mission.

Seek
Excellence,
Remain
Vigilant,
Involve
Community,
Enforcement

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.

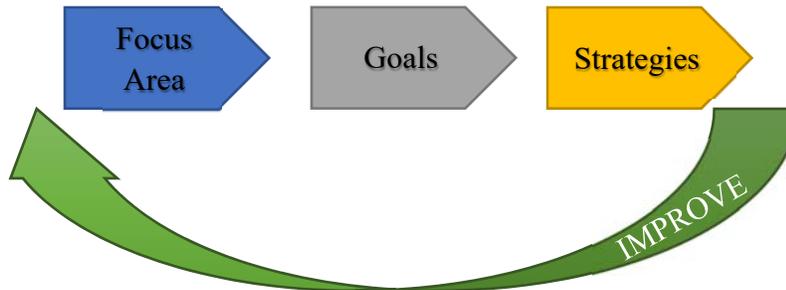
2019 OVPD Strategic Plan / Focus Areas

The Oro Valley Police Department's Strategic Plan outlines the goals and strategies for the Department to successfully address its mission. Our goal is to compliment the Town of Oro Valley's Strategic Plan to ensure a unified approach in providing the best services to the community. The four focus areas indicate where the Police Department must direct its attention to address community needs as follows:

- **Fiscal Responsibility**
- **Community Transparency**
- **Public Safety**
- **Training**

Within each focus area there are goals and strategies which are action-oriented to convey desired outcomes.

- ◆ **Focus Areas** are strategic initiatives that will be addressed.
- ◆ **Goals** describe a fundamental direction or broad course of action.
- ◆ **Strategies** are specific tasks to be accomplished when implementing the goal.



2019 OVPD Strategic Plan / Focus Area: FISCAL RESPONSIBILITY

The Town of Oro Valley must maintain long-term financial excellence by finding diverse revenue sources and continuing to invest in community initiatives. The Police Department must follow these guidelines:

GOAL: Increase revenue sources

Strategies:

- Continue effective utilization of Governor's Office of Highway Safety (GOHS) grants.
- Continue effective utilization of Stonegarden grant.
- Research new grants.
- Continue to make efficient use of seizure funds.

GOAL: Manage current and future spending

Strategies:

- Examine reoccurring costs associated with new technology before purchasing.
- Partner with other agencies for training and use of resources.
- Priority given to the needs with Patrol, Criminal Investigations, IT Units
- Efficient maintenance of equipment.
- Focus on the long term fix for equipment, technology, buildings, etc. to avoid costly temporary fixes.
- Make use of employees' talents.
- Update Main Station building for long-term care (flooring, paint, etc.).

GOAL: Manage the timely replacement of police department fleet ensuring reliable vehicles for patrol and response to calls for service.

Strategies:

- Identify financially sound procurement options for vehicle purchasing.
- Create a fleet committee to investigate alternative funding opportunities.
- Conduct yearly audits of the fleet's maintenance costs.
- Examine costs associated with equipping/outfitting patrol vehicles to ensure officer safety while being fiscally responsible.

2019 OVPD Strategic Plan / Focus Area: COMMUNITY TRANSPARENCY

The Oro Valley Police Department must continue to provide services that enhance the residents' quality of life. We must ensure that we provide the best response and service possible while providing our community the opportunity to ask questions and observe the way the service is provided:

GOAL: Expand AXON program to outfit all officers outside of patrol with AXON body-worn cameras.

Strategies:

- Utilize AXON body-worn cameras throughout the department.
- Review AXON recordings to review officer interactions with the community to ensure quality service.
- Utilize AXON body-worn cameras for expanded evidence documentation.
- Explore the possibility of AXON dash cameras for patrol vehicles.

GOAL: Promote Public Safety Telecommunications education

Strategies:

- Develop a 9-1-1 education program for Oro Valley elementary schools.
- Staff community events like National Night Out with a 9-1-1 booth.

GOAL: Continue to engage the public through community outreach programs

Strategies:

- Host two Citizen Academy's a year.
- Keep CRU involved with Tipster, Posse and Neighborhood Watch.
- Host quarterly Coffee with a Cop events.
- Host one Teen Academy per year.
- Encourage officers to be involved in the special/cultural events and community activities.
- Host annual Dispose-a-Med events based upon community demand.
 - Consider other possibilities such as community drop boxes.
- Host quarterly Self-Defense Awareness and Fight Education (SAFE) classes.
- Continue to host Drug Awareness Day each year.
- Create public safety community service announcements for the town website, social media, movie theater and other media outlets.
- Continue to promote and be active with the Adopt-a-Business program.

- Provide enhanced statistical reporting and provide detailed training reports and its relation to service
- Continue residential communication through HOA meetings, Neighborhood Watch, Sun City Posse, targeted deployments, citizen surveys, SRO, etc.
- Use of Citizen Volunteers Assistants Program and Chief's Advisory Committee to promote community feedback.

2019 OVPD Strategic Plan / Focus Area: PUBLIC SAFETY

The primary focus of the Oro Valley Police Department is to provide a safe environment for the community to live, work and play. We must continue to evaluate and develop safety measures to achieve this purpose on the streets and throughout the entire community:

GOAL: Focus on high collision areas through the deployment of High Visibility Enforcements (HiVE) and address the increasing volume of traffic and associated issues in and around Oro Valley roadways.

Strategies:

- Conduct HiVE deployments in high density traffic areas.
- Utilize data collected through HiVE deployments as a crash prevention tool for future enforcement.

GOAL: Enhance diversion opportunities for juveniles in Oro Valley schools that become involved in the Pima County Juvenile Court system.

Strategies:

- SRO participation in the School Justice Partnership with the Pima County Juvenile Courts.
- SRO's attend monthly School Multi-Agency Response Team (SMART) meetings at each Amphitheater High School.

GOAL: Partner with outside Federal, State, and Local Law Enforcement Agencies to enhance Public Safety.

Strategies:

- Partner with the United States Secret Service to facilitate counterfeit awareness for officers and point of pay employees.
- Information share between the Community Action Team and Task Force officers identifying trends in illicit drug and property crimes occurring in Oro Valley and surrounding communities.
- Continue to be active in Task Force operations with JTTF, GITTEM, and DEA.
- Continue to support and take leadership positions with Pima Regional SWAT, Negotiations, Bomb Squad, Motor Training and Mobile Field Force.
- Partner with Regional agencies to develop regional Unmanned Aerial Vehicle program (UAV).

GOAL: Develop and implement an Interdiction for the Protection of Children Program.

Strategies:

- Develop a Standard Operating Procedure (SOP).
- Train all officers in the Interdiction for the Protection of Children (IPC).
- Participate in nationwide IPC deployments to combat human trafficking and child exploitation.
- Work collaboratively with the Department of Public Safety (DPS) and regional organizations to increase awareness and enforcement efforts.
- Participate in Arizona Human Trafficking Intelligence Sharing Network quarterly meetings to increase education and networking.

2019 OVPD Strategic Plan / Focus Area: POLICY & TRAINING

The Oro Valley Police Department prides itself as a leader in the law enforcement community. We must ensure that we continue to provide the highest quality of training to the officers and civilian staff:

GOAL: Maintain Arizona Peace Officer Standards & Training (AZPOST) requirements.

Strategies:

- Two department Firearms Advanced Officer Trainings (AOT) a year
- Two squad based Firearms AOT's a year
- Yearly Taser Qualification AOT
- Bi-annual Defensive Tactics AOT
- Bi-annual Defensive Driving AOT
- Bi-annual Active Shooter AOT

GOAL: Provide Training that is directly related to National, State and Local trends.

Strategies:

- One classroom AOT a year that will benefit all commissioned officers.
- Identify specialty training for officers and supervisors in specialty units.
- Ensure newly promoted positions receive timely supervisor appropriate training.
- Yearly review and update of OVPD Policy and Briefing Training to ensure staff is prepared for high liability/low probability incidents.
- Yearly review of OVPD trends to identify training necessities.
 - Use of Force
 - Employee traffic crashes
 - Flights from Law Enforcement
 - Complaints against officers



Adopted June 2019