

Oro Valley POLICE



2023-2025 Strategic Plan



Acknowledgments

TOWN COUNCIL

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Vice Mayor Melanie Barrett

Councilmember Joyce Jones-Ivey

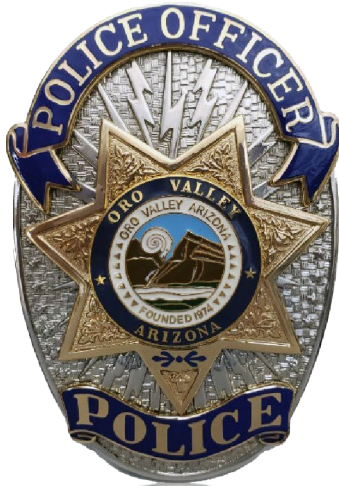
Councilmember Josh Nicolson

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Contributors

Chief of Police Kara M. Riley

Deputy Chief Curt Hicks

Commander Chris Olson

Commander John Teachout

Lieutenant Aaron LeSuer

Lieutenant Carmen Trevizo

Lieutenant Mike Gracie

Lieutenant Zach Young

Lieutenant Jeff Thomas

Administrative Services Manager Catherine Hendrix

Emergency Communications Center Manager Michelle DeVault

Sergeant Marshall Morris

Sergeant Rick Trevizo

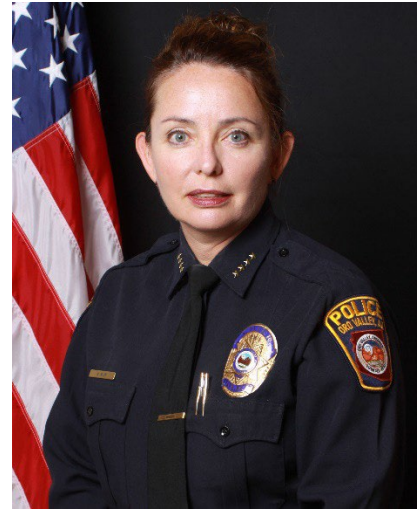
Police Recruitment Specialist Jennifer Kleinberg

Overview

I am pleased to present to you the Oro Valley Police Department's 2023-2025 Strategic Plan. This document will outline our current and future goals and visions.

As I enter my third year as your police chief, our focus is "continuous improvement" as well as the motto "are we winning"?

Continuous improvement is always striving to do better with breakthrough advancement. Allowing staff to research, apply new ideas, and provide the resources for overall department enhancement. When we make changes, we ensure they fit with best practices, benefit our community, and our staff overall.



As I continue to challenge myself and the members of this agency with the motto "are we winning?", I ask two questions. "Are we providing the best police services to this community?" and "Are we keeping our men and women safe?" During the pandemic, I asked myself this daily. If I answered yes to these two questions, then I thought "we are winning."

With the end of the pandemic, I have realized these questions have not ceased to be important. I ask these questions of myself daily as they apply to the continual operation of a police department. As a police officer and a chief, I would be remiss if I did not act upon this self-reflection continually.

A healthy staff performs the best services to the community. Staff wellness means we are providing healthy food choices, confidential mental health care, ability to workout on shift, and the best police equipment to keep them safe. All members of the department are exposed to trauma on a regular basis, and it is important as leaders to ensure we are providing the best care for them and their families.

In closing, I want to extend my sincere appreciation to our community, town management, Town Council, and all the stakeholders that we so honorably get to serve each day for their unwavering support. We have something very special in Oro Valley when it comes to policing and I am honored each day to have the privilege to be the Chief of Police.

Sincerely,

A handwritten signature in black ink that reads "Kara M. Riley". The signature is written in a cursive style.

Kara M. Riley
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:

The Oro Valley Police Department is dedicated to courageous and selfless service in preventing crime, building trust, and enhancing quality of life in our community.

2023 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 Leadership 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:

- ◆ **Public Safety**
- ◆ **Community Engagement and Transparency**
- ◆ **Fiscal Responsibility**
- ◆ **Policy, Training and Wellness**

Within each focus area, there are goals and strategies that 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.

***2023 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: Utilize High Visibility Enforcement (HiVE) deployments in high collision areas to focus on driving behaviors that cause crashes.

Strategies:

- Conduct HiVE deployments during high crash time of day.
- Utilize data collected through HiVE deployments as a crash prevention tool for future enforcement.
- Communicate traffic concerns to the public.

GOAL: Focus on high crime areas through the targeted deployment of patrol officers and utilize data to identify emerging crime trends.

Strategies:

- Focus intelligence briefings to identify crime trends.
- Utilize overlap days for targeted deployment of patrol officers.

GOAL: Partner with outside federal, state, and local law enforcement agencies to enhance public safety.

Strategies:

- Information sharing between the Community Action Team and task force officers identifying trends in illicit drug and property crimes occurring in Oro Valley and surrounding communities.
- Be active in task force operations.
- Support and take leadership positions with Pima Regional SWAT, Negotiations, Explosive Ordinance Disposal (EOD), motor training, Mobile Field Force and Critical Incident Team.
- Utilize the unmanned aerial vehicle (UAV) program for internal and regional support to complete crime scene mapping and search and rescue missions.
- Evolve UAV program to include indoor operations for increased efficiency and enhanced officer safety.
- Enhance Mental Health Support Team (MHST) Officer position to better fit departmental and regional needs.

GOAL: Develop an outreach and marketing campaign to effectively recruit diverse and qualified employees.

Strategies:

- Continue strategy development through input from the recruiting committee.
- Continuously reevaluate marketing strategies.
- Utilize contemporary recruiting messages.
- Utilize recruiting specific social media pages and content.
- Utilize recruiting specific website and content.
- Utilize lateral employee incentives for hard-to-fill positions.
- Utilize the Police Officer Recruit Trainee position where appropriate.
- Develop and implement Community Service Officer (CSO) position.

**2023 OVPD Strategic Plan | Focus Area: COMMUNITY ENGAGEMENT AND
TRANSPARENCY**

The Oro Valley Police Department must continue to provide services that enhance the residents' quality of life. We must ensure 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: Implement audits, inspections, and accreditation program to enhance accountability and transparency.

Strategies:

- Establish an “Accreditation, Audits and Inspections” position
- Maintain best practices in compliance with Arizona Law Enforcement Accreditation Program (ALEAP)
- Pursue Public Safety Answer Point (PSAP) Accreditation through ALEAP
- Pursue Property and Identification accreditation through a recognized accreditation organization.
- Conduct yearly review of OVPD trends:
 - Use of Force
 - Employee traffic crashes
 - Flights from law enforcement
 - Complaints against officers

GOAL: Promote public safety telecommunications education.

Strategies:

- Promote 9-1-1 education program at Oro Valley elementary schools.
- Staff community events such as National Night Out with a 9-1-1 booth.
- Increase public education and awareness of Text911 on social media and during community events.

GOAL: Continue community engagement through public outreach programs.

Strategies:

- Host Citizen Academies throughout the year.
- Keep Community Resources Unit involved with Posse, Tri-Star, and Neighborhood Watch.
- Host Coffee-with-a-Cop events.
- Host Teen Academy yearly.
- Host Rape Aggression Defense (RAD) and Start Your Engines Ladies classes.
- Host Dispose-a-Med events based upon community demand.

- Host an annual Drug Awareness Day.
- Host Teen MAZE events at Canyon Del Oro and Ironwood Ridge High Schools.
- Promote teen driver safety classes taught by school resource officers to sophomores in local high schools.
- Create public safety community service announcements for the town website, social media, CodeRED and other media outlets.
- Promote new partnerships and be active with the Adopt-a-Business program.
- Promote and utilize the OV Safe Return program.
- Publish CrimeFighter newsletters.
- Use of Citizen Volunteers Assistants Program and Chief's Community Advisory Council to promote community feedback.

GOAL: Provide mental health information and resources to community.

Strategies:

- Provide mental health awareness through social media.
- Incorporate mental health specific classes for instruction during Cadet training.
- Promote Amphitheater psychologist resources at Ironwood Ridge and Canyon Del Oro High Schools.
- Promote Arizona Youth Partnership (AZYP) resources.
- Participate in AZYP training to include youth mental health first aid.

2023 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 Oro Valley Police Department follow these guidelines:

GOAL: Enhance public safety through grant opportunities.

Strategies:

- Research and apply for targeted deployment, officer wellness, investigative, and traffic safety grant opportunities.

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.
- Collaborate with Town partners to update all police department facilities for the long-term.

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

Strategies:

- Examine costs associated with equipping/outfitting department vehicles to ensure officer safety while being fiscally responsible.
- Explore vehicle platforms due to supply availability.

2023 OVPD Strategic Plan* | Focus Area: **POLICY, TRAINING, & WELLNESS*

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: Exceed minimum Arizona Peace Officer Standards & Training (AZPOST) requirements.

Strategies:

- Conduct 12 hours of continuous training in accordance with AZPOST regulations.
- Conduct department firearms Advanced Officer Trainings (AOT).
- Conduct yearly Taser qualification AOT.
- Conduct triennial defensive driving AOT.

GOAL: Provide training that is directly related to national, state, and local trends.

Strategies:

- Continue internal succession plan training.
- Conduct annual active shooter AOT in collaboration with regional partners.
- Migrate all training files to updated software platform in partnership with Town of Oro Valley Innovation and Information Technology department.
- Leverage our relationships to diversify basic police academy choices.
- Utilize briefing training to ensure staff is prepared for high liability/low probability incidents.

GOAL: Maintain accreditation through the Arizona Law Enforcement Accreditation Program (ALEAP).

Strategies:

- Review and develop policies and written directives to ensure they meet the accreditation standards.
- Obtain “proof of compliance” for each standard.
- Coordinate with ALEAP to facilitate compliance audit.

GOAL: Enhance work life quality

Strategies:

- Promote employee wellness through expanded physical training benefits.
- Implement incentive program.
- Expand the program to provide healthy meal options for employees.
- Promote “Blue Key” mental health support program.
- Explore the feasibility of a crisis therapy canine program.



Adopted March 2023