

Oro Valley Police Department



2013 Strategic Plan



Acknowledgments

TOWN COUNCIL

Dr. Satish I. Hiremath, Mayor

Lou Waters, Vice Mayor

Brendan Burns, Councilmember

William Garner, Councilmember

Joe Hornat, Councilmember

Mary Snider, Councilmember

Mike Zinkin, Councilmember

Participants

Daniel G. Sharp, Chief of Police
Larry Stevens, Deputy Chief
Jason Larter, Commander
Aaron LeSuer, Commander
Curt Hicks, Lieutenant
John Teachout, Lieutenant
Carmen Trevizo, Sergeant
Amy Sloane, Sergeant
Bruce Thomas, Sergeant
Gary Schmitz, Detective / IT Supervisor
Sarah Buchanan-Leiner, Officer
Ron Beauchamp, Officer
Jose Sanchez, Officer
Elijah Woodward, Officer
Michael Gaare, Officer
Colleen Muhr, Administrative Services Manager
John Commissaris, Property & IT Supervisor
Karen Simms, Records Supervisor
Catherine Hendrix, Office Specialist
Bob Milkey, Volunteer
Carolyn Milkey, Volunteer
John Hickey, Volunteer
Terry Lorenza, Volunteer
Arlene Ozburn, Volunteer
Debra Arrett, Chief's Advisory Committee
Tom Gribb, Chief's Advisory Committee
Betty Hornat, Chief's Advisory Committee
Stan Winetrobe, Chief's Advisory Committee

Facilitated by:

Kara Riley, Lieutenant
Cassidy Sumpter, Office Specialist

Overview

I am pleased to present the Oro Valley Police Department's 2013 Strategic Plan. This document represents a collaborative effort that defines our Department's mission, values and vision and serves as a guide reflecting the Oro Valley Police Department's pledge to our community to provide quality, professional service.



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

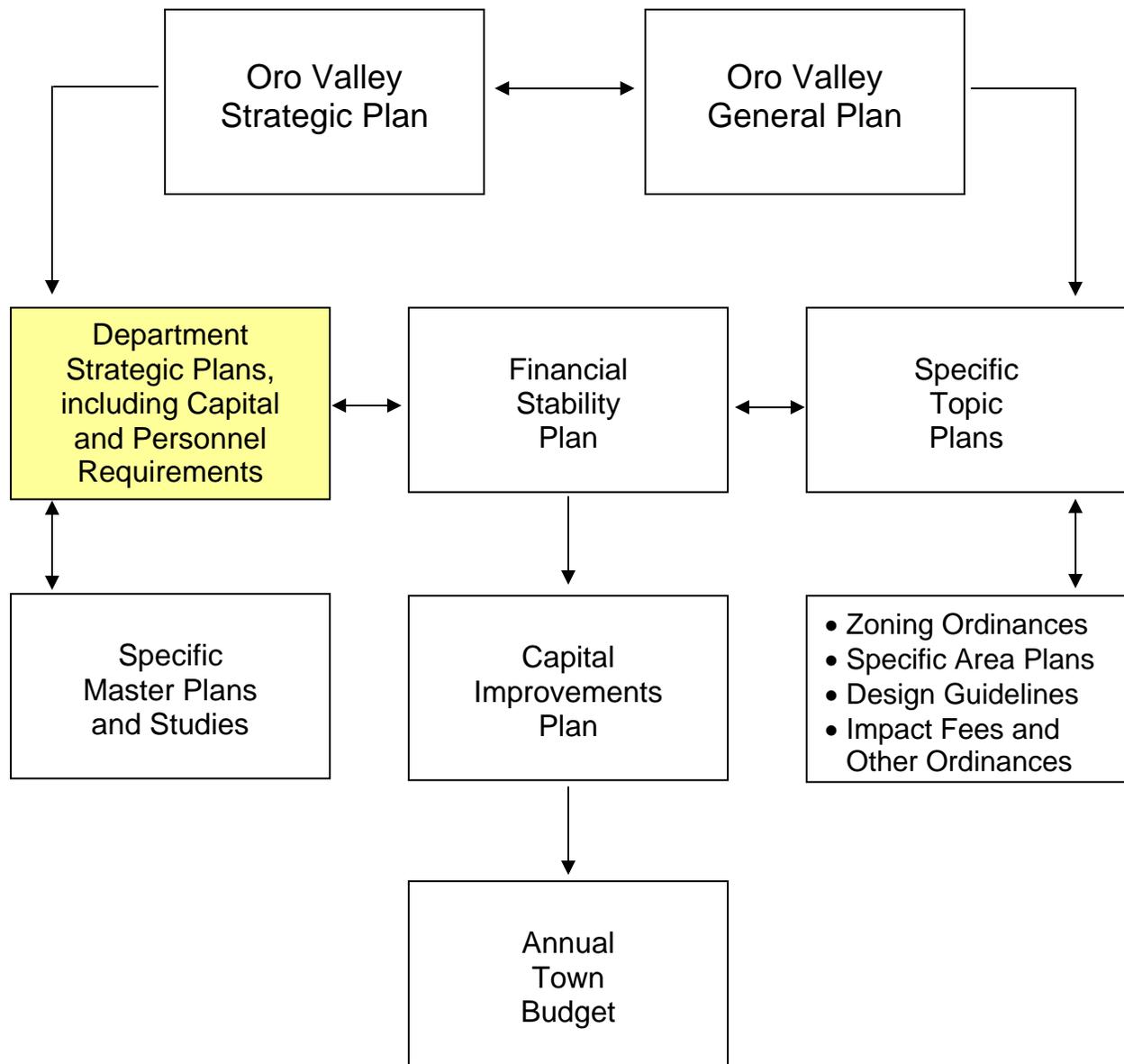
I believe this Plan highlights the Department's commitment to providing proactive and responsive police services to enhance safety and to maintain our quality of life in the Town of Oro Valley.

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,

A handwritten signature in black ink that reads "Daniel G. Sharp".

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.

**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.

2013 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 mirror 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 Town and the Police Department must direct its attention to address community needs.

- **Fiscal Responsibility**
- **Communication**
- **Economic Development**
- **Community Services**

Within each focus area, there were discussions, goals and strategies that were action-oriented to convey desired outcomes.

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

2013 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

Strategy: Combine efforts with the Town's annexation process

Discussions:

- Continue and increase participation in Adopt-A-Business
- Improve communication and partnership with the Town
- Increase presence at annexation meetings with passionate people to advertise the Department

Strategy: Increase and diversify revenue sources

Discussions:

- Continue to apply for currently used grants
- Research new grants
- Continue to make efficient use of seizure funds

Strategy: Manage current and future spending

Discussions:

- 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 Property & ID, Criminal Investigations and 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.)
- Invest by purchasing buildings; no longer rent
- Build for the future growth

2013 OVPD Strategic Plan / Focus Area: COMMUNICATION

The Oro Valley Police Department prides itself as a leader in the law enforcement community. We must ensure we provide the best response and service possible while educating our community on crime prevention and crime trends.

GOAL: Improve external communications

Strategy: Improve communication with media outlets and social media

Discussions:

- Provide information to media outlets on the crimes and the trends occurring in and around Oro Valley
- Report high profile crimes and provide more diverse information for media distribution
- Utilize the mass distribution of the Town of Oro Valley water bills to distribute information
- Advertise social media resources used by the Department
- Increase the amount of followers on Facebook and Twitter
- Focus on promoting a positive message and be proactive with media relations

Strategy: Increase community involvement and awareness

Discussions:

- Fill the vacant position in the Community Resources Unit (CRU)
- Keep CRU involved with Tipster, Posse and Neighborhood Watch
- Increase public interaction by continuing to staff special events
- Encourage officers to be involved in the special/cultural events and community activities
- Publicize and continue to host CRU Events, Heroes' Day, Citizen / Teen Academies, Alumni Association, Adopt-a-Business, Shop with a Cop, Cell Phone Sally, etc.
- Continue the visibility of marked units and uniformed officers
- Create public safety community service announcements for broadcasts
- Educate the public about the crime occurring in Oro Valley and the response they can expect
- Provide enhanced statistical reporting and detailed training reports and its relation to service
- Continue residential communication through HOA meetings, Neighborhood Watch, Sun City Posse, targeted deployments, citizen surveys, School Resource Officers, etc.

- Use of Citizen Volunteers Assistants Program and Chief's Advisory Committee to promote community feedback
- Update Website and graphics

Strategy: Continue to network through regional cooperation

Discussions:

- Expand and promote the value of regional collaboration
- Continue support of regional initiatives through our Motor Unit, K9 Unit, Training section, Mobile Field Force DUI and SWAT
- Ensure task-force officers report back to Department members on current trends
- Continue participation of PCWIN

GOAL: Improve internal communications

Strategy: Improve and increase our Information Technology (IT) Unit

Discussions:

- Expand Personnel in IT Unit
- Update all operating systems so they are unified
- Need to be progressive and have latest technology instead of deferring to the next year with hardware, software, servers, etc.
- Utilize emerging technology and employee resources
- Ensure succession training for the IT Unit
- Utilize outside resources to assist the IT Unit
- Streamline information and databases to eliminate duplication
- IT Committee to continue to meet and collaborate regularly with the Town of Oro Valley IT Director

Strategy: Improve and increase training

Discussions:

- Mid-level management to conduct leadership trainings
- Encourage leadership training for first line supervisors
- Increase training opportunities
- Avoid canceling training
- Increase the training budget
- Continue to increase in-house training
- Expand in-house training to outside agencies and utilize their resources

Strategy: Improve relationships

Discussions:

- Ensure department members are aware of current and new projects / programs
- Encourage officers to be more involved in all aspects of the Department
- Command staff needs to continually meet with all levels of the Department to ensure two-way communication

2013 OVPD Strategic Plan / Focus Area: ECONOMIC DEVELOPMENT

Economic Development affects all aspects of the Town, including the Police Department. The Police Department's professional reputation is a great advertising tool for employers and families.

GOAL: Assist in increasing businesses and residents

Strategy: Collaborate with the Town's Economic Development Division

Discussions:

- Get involved with the Chamber of Commerce
- Communicate with Honeywell to promote the advantage of annexation
- Encourage business partnerships
- Assist in changing the perception of the Town as not being business friendly

Strategy: Involve the community for support

Discussions:

- Publicize value of public safety to businesses and families
- Consider the circumstances and focus on traffic safety and education with new residents / visitors on traffic stops
- Continue Adopt-a-Business, Adopt-a-School and other programs that bring attention to schools and businesses.

2013 OVPD Strategic Plan / Focus Area: COMMUNITY SERVICES

Community services are the primary focus of the Oro Valley Police Department. It is our goal, along with the Town, to provide services that enhance the citizens' quality of life.

GOAL: Meet and maintain community expectations

Strategy: Continue to respond to all calls for service in a timely manner

Discussions:

- Expand the Criminal Investigations Unit
- Full service agency, "ask for a cop, you get a cop"
- Continue the tradition excellence and go beyond "basic Town services"
- Hire for attrition
- Plan to keep ratio of 2.5 officers per thousand with future annexations
- Evaluate cell phones for all officers to increase efficiency
- Evaluate the beat system regularly to ensure timely responses
- Evaluate the Criminal Investigations Unit taking cases from Pima County Sheriff's Department / Tucson Police Department

Strategy: Continue to expand community involvement

Discussions:

- Expand community policing
- Increase visibility with bike patrol
- Continue to have SRO's teach about social media
- Continue implementation of EOC
- Continue the great reputation (do not let rapport slip)
- Continue pro-active community programs
- Increase advertising of the traffic complaint line

APPENDIX

Oro Valley Analysis

The Oro Valley Police Department completed the following analysis by examining the Department's "Strengths, Weaknesses, Opportunities and Threats". The purpose of this exercise was to understand a "snap-shot" of the Department and community today.

Strengths:

- Visibility
- Service to the community
- Responsive
- Transparent
- Good public image
- Excellent teamwork
- Prepared
- Quality of training
- Willingness to change
- Proactive
- Ethical
- Flexible
- Open-minded
- Strong community support
- Excellent volunteers
- Qualified staff
- Quality work
- Career enhancement opportunities
- Knowledgeable instructors
- Good tools and equipment
- Multidisciplinary
- Provide resources to the community
- Successful networking with others
- Regional / national / state-wide influence

Weaknesses:

- Marketing
- Technology
- Training funds
- Communication (internal)
- Lack of facilities
- Budget constraints
- Misguided media conception
- Community programs
- Staff spread too thin

Opportunities:

- New facilities
- Regional training cooperation
- Training facility
- Grant opportunities
- Social media
- Property and ID facility
- Citizen Academy
- Improvements in technology
- Potential annexation
- Regional leadership
- Fitness and wellness program
- Positive publicity

Threats / Future Issues:

- Budget
- Lack of public awareness
- Population growth
- Tucson / Pima / Pinal County crime
- Technology
- Drug use among youth
- Consumer access to technology
- Need to increase Criminal Investigations and Property & ID Units
- Economy
- Complacency
- Border related crime
- Growth and maintain communication
- Generational differences
- Retention
- Annexation without additional resources