City of Goodyear Police Department Strategic Plan 2013-2016



Commitment to Excellence



Message From the Chief of Police



It is with a strong sense of accomplishment that I introduce the Goodyear Police Department's Strategic Plan. Our plan builds on the successes of our Department from previous years and includes many new strategies. This Strategic Plan highlights major issues impacting our community. It identifies strategies as well as quantifiable measures with which to gauge our progress and success.

The recent reorganization of our department and personnel was a significant change and will benefit the community through maximizing of resources, improved accountability and innovative problem solving. We will continually strive to operate within "best practices" standards of policing that are designed to meet the needs of the Goodyear community.

In developing this Strategic Plan, we are appreciative of the tremendous support that has been extended to us by the Mayor, City Council, City Manager's office and most importantly, the citizens of Goodyear who we have built partnerships with through the years.

It is also important to recognize the dedication, commitment and vision of the Police Department's management team as well as all members of our Department; sworn, civilian and volunteers, whose professionalism and "Commitment to Excellence" will enable us to move forward with our priorities.

I am confident that the future has great things in store for the Goodyear Police Department, the City and our community. I am excited to be a part of this community and I'm confident that this Strategic Plan will be another step towards our goal of being a premier law enforcement agency.

Jerry Geier Chief of Police



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Mission and Measures

Our Mission

In partnership with the community, we contribute to the quality of life through diligent patrol, community oriented policing and enforcement of law to maintain the peace and protect the rights of those we serve.

Our Vision

"Commitment to Excellence"

The Goodyear Police Department is committed to excellence, continually pursuing innovation and change. We maintain the public trust through personal responsibility, professionalism, and integrity.

Our Measures

To achieve our mission, measurement of progress is critical. The Department has established indicators relating to overall success of the Department and our Mission.

Prompt, professional and effective response to emergencies as evidenced by responding to Priority 1 (emergency) calls within seven minutes, and Priority 2 (urgent) calls within 11 minutes.

Proactive and aggressive traffic enforcement, targeting DUI enforcement, and the minimization of the impacts of crashes and accidents.

City crime incidence statistics by crime type, as tracked monthly through Uniform Crime Reporting (UCR), targeting a consistent reduction of crime and crime impacts to the city.

The percentage of citizens surveyed through the City's Citizen Satisfaction Survey, who report that they feel safe within their community. The Police Department will strive to maintain or beat a 90% satisfaction rating.







The Strategic Planning Process

As a service provider in difficult economic times, Police Department staff realizes the importance of excellence in service provision, accountability, and quality communication with the Community and Visitors we serve. The purpose of this annual plan is to create a mechanism that will be a blueprint to follow for the next three to five years and communicate that plan and our progress to stakeholders. The Plan will be updated annually on the calendar year to provide a basis for budget preparations and validate the future needs of our Department in serving the Community.

Our Plan will provide an ongoing strategic direction for staff and serves the important role of educating and informing our customers about goals we plan to reach; including them as partners in our mutual success. Ultimately, presenting this plan to those individuals and/or other decision makers will facilitate allocating appropriate resources and stewardship of the public trust.

One of the first steps in strategic planning is to scan the environment. This identifies critical issues or problems confronting the department. Critically evaluating the internal conditions and external factors that affect the Police Department accomplishes this.

Following an environmental scan, five issues emerged that best captured focus areas for the department.

These areas now represent the goals of the plan:

- 1. Leadership and Ethics
- 2. Crime Reduction / Improve Quality of Life
- 3. Technology Improvements
- 4. Traffic Safety
- 5. Enhance Agency Efficiency / Effectiveness

Each of the police department goals supports City direction through enhancing community, resource management, and quality of life, and the overall vitality of the community by reducing and eliminating the impacts of crime on a community.

This Strategic Plan is a dynamic document that is in a state of constant review and updating. As one goal is achieved, a new challenge will become apparent and that challenge will become the next initiative. Additionally, this Strategic Plan includes a timeline and details the strategies utilized to accomplish the objectives. It is the responsibility of the assigned division to coordinate efforts and resources to complete the objectives. The implementation year indicates the year in which the strategy should be completed, not when efforts towards accomplishing the strategy should commence.



Goal 1—Leadership and Ethics

e will foster ethical leaders at all levels of the organization through the implementation of ethics and leadership based training, succession planning, mentoring, and role model based leadership. Through these actions, we will promote initiative, creative problem solving, and encourage decision making at the lowest possible level to enhance trust among all tiers of the organization and within the community.



A premier law enforcement agency must invest the time and effort into the development of a culture of effective leadership and ethical decision making amongst its employees.

Effective leadership is obtained by developing trust, respect and credibility among organizational members and the community at large. As an organization, we are responsible for continuing to educate our leaders on best practices of modern day law enforcement leadership through the utilization of both internal and external resources. The Goodyear Police Department is committed to embedding a culture of ethical decision making through

the selection, training, and accountability of its employees while providing effective supervision and integrity based leadership.

The organization is also committed to preparing for the future by creating a culture that allows for succession planning, career development, and the advancement of our employees. This will be accomplished:

- Through utilizing the AZPOST sponsored Arizona Leadership Program to provide training throughout the organization on successful leadership concepts.
- By the use of department members to instruct personnel on the concepts of ethics and leadership.
- Through succession planning and mentoring of employees.
- By consistently evaluating our department by use of internal surveys and feedback from the community.
- By assuring consistent accountability at all levels in the organization.

Through the utilization of both internal and external training, the organization is committed to providing its employees, and the community at large, with a high performing team that focuses on ethics, leadership, mentoring, and accountability at every level. We recognize these key concepts are vital to the success of the organization. Over the next three years these concepts will be the catalyst in the department's endeavor to develop a culture of effective leadership.



Leadership and Ethics Strategies

Strategy	Responsible Party	Timeline
Continue to schedule leadership personnel to attend Arizona Leadership Program, starting with the highest ranking person that has not yet attended.	Sergeant Mercy	Ongoing
Identify key focus areas of accountability within the department and communicate those to all levels within the department.	Commander Cusson	1 Year
Establish quarterly open forum meetings for leaders in the department to discuss challenges and successes in transformational leadership efforts.	Commander Cusson	1 Year
Identify department personnel to be utilized as instructors for leadership classes and insure they are properly trained on modern leadership concepts; obtain training as needed-different from open forums.	Lieutenant Rogers	2 Years
Ensure all department personnel receive yearly AZPOST approved Ethics training course.	Sergeant Mercy Officer K. Rogers	Ongoing
Identify and/or develop 2 methods of obtaining internal feedback on department leadership. Deploy at least one of these within the next 6 months to establish a "leadership baseline" for the department.	Commander Cusson	Ongoing
Develop and implement training for leadership on succession planning at every level in the department.	Commanders Cusson and Marzocca; Susan Petty	1 Year
Utilizing department trained personnel/leadership, develop a training course for those employees interested in becoming one of the department's future leaders.	Commander Cusson Sgt. Mercy	2 Years



Goal 2—Crime Reduction and Quality of Life

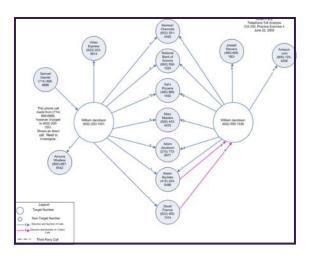
The Goodyear Police Department is committed to a healthy and prosperous community. We are dedicated to building a community that is resistant to crime, criminal activity, and the impacts of crime. We will achieve this through an effective use of our resources and fostering a healthy relationship with the community and visitors we serve.



Our goal is to provide the highest quality of customer service to the people, businesses and visitors of Goodyear. We will create and maintain a culture and environment where citizens, community leaders, neighborhoods, schools, businesses and other Police agencies work with the Goodyear Police Department to prevent and combat crime as well as creating an environment of trust and respect between the Department and the Community.

Police work is facilitated when the Department is communicative and responsive to the community. Strategies to reduce crime and improve quality of life have proven and

positive impacts on the reduction of crime itself, reduction in a community's fear of crime, and increases in satisfaction with Police services.



The Department is dedicated to the reduction of criminal activity and the conditions that foster crime and the fear of crime in order to increase the quality of life of Goodyear. This goes beyond traditional law enforcement strategies, including education, prevention, and intervention.

We will combine suppression of crime through focused enforcement efforts, community education and outreach aimed at building cohesive neighborhoods, and creative approaches to enhance information flow and dialogue between the Department and Community.

Every day, people who care about this community are determined to maintain a high level of order which is our best deterrent against crime and quality of life issues.



Crime Reduction and Quality of Life Strategies

Strategy	Responsible Party	Timeline
Create a Crime and Intelligence Analysis Unit, to provide timely information and data analysis to the Department. The unit will establish Policies and Procedures, educate stakeholders regarding the services provided, provide mechanisms for requesting work and assistance.	Susan Petty Ron Hill	On Going
Enhance the Department's Compstat program, focusing on information sharing to key divisions, including patrol and investigations.	Susan Petty Ron Hill	1 Year
In order to address the future needs of increasing retail areas, the Police Department will plan for the impacts of the mall including outreach to other communities with malls, staffing plans, and creative use of Volunteers in Police Service and Police Service Officers.	Commander Marzocca, Crime Analysis Unit	2 Years
Enhance the Community Services Unit. An important component to Community Policing and Citizen Satisfaction, a Community Services unit staffed with community action teams, neighborhood watch captains and crime prevention specialists will enhance the relationship between the community and the Department.	Lieutenant Kim Celaya	On Going
Educate stakeholders through outreach and programs to create and foster mutually beneficial partnerships that address crime prevention and promote community involvement. These programs should include elements from: Neighborhood Watch, Faith-based partnerships, "Protect your Business" partnerships with financial —commercial and retail institutions, and Citizen Police Academy Alumni.	Officers Whittington and Webster	On Going
Create a Community Satisfaction survey instrument to assess the perception of crime of in the community and satisfaction with police services.	Lieutenant Kim Celaya, Officers Whittington and Webster	2 Years
Create a long term training plan aligning operational training with community policing and citizen outreach philosophies.	Lieutenant Jeff Rogers and Sergeant Jeff Mercy	1 Year
Create a Chief's Citizen Advisory Board consisting of citizens who meet with the Chief Quarterly and discuss focus areas for public safety in Goodyear.	Lieutenant Kim Celaya/Chief Jerry Geier	1 Year
Implement prescription drug drop off program and evaluate opportunities for expansion.	Lieutenant Kim Celaya/Chief Jerry Geier	1 Year
Seek		



Crime Reduction and Quality of Life Strategies

Continued from previous page

Strategy	Responsible Party	Timeline
Seek Police Department Accreditation through the Commission on Accreditation of Law Enforcement Agencies (commonly referred to as CALEA)	Chief Jerry Geier and Lieutenant Jeff Rogers	2 Years
Implement Safety Days/McGruff Safety Talks as a community outreach program.	Officers Whittington and Webster	On Going
Continue Partnership with Arizona in Action to support programs that encourage healthy lifestyles.	Chief Jerry Geier	On Going
Expand outreach to citizens regarding services available through the Police Department's You are Not Alone Program (YANA)	Lieutenant Kim Celaya	On Going



Goal 3—Technology

e will utilize technology to be more efficient in achieving the mission of the department by focusing on keeping existing technologies operational to a high level, conducting ongoing research and industry benchmarking, and bringing in beneficial new technologies and practices as they are available.



The appropriate use of technology increases the performance of the department allowing us to conduct existing functions more efficiently. Examples of technology in use today in the police department include:

- Wired and wireless infrastructure connecting first responders, operational divisions within the department, and the various police facilities across the city.
- 911 and non-emergency phone systems linking the public to the police department.
- Computer systems used for records management, dispatching, traffic accident drawings, connections to other

- criminal justice information systems, evidence storage and tracking, and a multitude of other tasks.
- Mobile data computer systems used for infield reporting, dispatching functions, and other field operations uses.
- Radio systems utilized by field personnel to stay connected to each other, to dispatch, and to other agencies in an effort to coordinate resources and responses to incidents.

Once a system is fully understood and utilized to its maximum potential the department, in cooperation with the City Information Technology Services Department (ITS), can then determine if that system is capable of meeting the service demands being placed on it, or if the system needs to be modified, augmented, or replaced.

Success in managing technology is highly dependent upon a good working relationship between the PD and ITS. This relationship should be based on open and realistic expectations, clear roles and responsibilities, and effective communications between the two departments and the individual staff members involved with the systems and projects. Technology used in public safety is a powerful tool to assist employees to do their jobs better and to act as a force multiplier. This allows for the department to be more responsive to community needs and to make all facets of the Police Department more efficient and effective.



Technology Strategies

Strategy	Responsible Party	Timeline
Create a police department technology master plan in cooperation with ITS. This should include a technology inventory and needs assessment for each work group with an eye on maximum potential/benefit of existing systems. Use this inventory/needs assessment to develop a prioritized list of technology projects to pursue, including manpower allocation estimates and funding sources. (may spawn additional strategies)	PD Technology Oversight Committee	1 Year
Construct, equip, and occupy a new 911 communications center. Work in conjunction with multiple other city departments and outside support agencies/vendors as necessary.	Chris Nadeau	On Going
Implement a new interoperable radio system in partnership with the Regional Wireless Cooperative.	Nadeau	1 Year
Review and update the PD website with a focus on easier to access and providing more timely information/tools for the public to interact with the PD.	Lieutenants Kim Celaya and Jeff Rogers	On Going
Develop initial and ongoing training plans for all technology in the PD to ensure systems stay utilized to their highest possible benefit. As part of this we will identify Subject Matter Experts and topic trainers. We will also identify training costs and potential funding sources.	PD Technology Oversight Committee	Ongoing



Goal 4—Traffic Safety

To constantly improve the safety for motorists, pedestrians, and bicyclists that utilize the trafficways in the City of Goodyear. This will be accomplished by utilizing a data driven approach to traffic safety via effective communication with the Community and City Engineering. The Goodyear Police Traffic Unit will strategically enforce areas of concern related to injury and property damage caused by collisions.



Traffic safety related issues continue to be a concern of our community members. It has been identified that traffic congestion, specifically related to ingress and egress at major events in the City, is a top concern of our community members. The traffic goals set in this Strategic Plan are a commitment to a data driven approach used to deploy our resources to promote safety, educate the public, enforce the laws, and work with

engineering to constantly improve our trafficways. The result should be a safer community for all modes of transportation.

The Goodyear Police Department Traffic Unit and Patrol Division will continue to build a formal relationship with the Engineering and the Parks & Recreation Departments. Staff from these Departments will coordinate traffic plans for future events, while analyzing trends from past events. The goal of building these relationships should ensure safe and orderly flow of pedestrian, bicycle, and motor vehicle traffic.

We will work directly with the Crime and Intelligence Analysis Unit to identify crash locations, and statistical trends that will provide the basis of creating focused, usable information for proactive policing. Additionally, we will seek input and collect data from community members, elected representatives, and citizens that utilize our trafficways. Based on the results of the data, we will strategically deploy officers at the identified areas for high visibility enforcement and education. The goal of this analysis and these relationships is to work collaboratively with the community in order to address and resolve the identified traffic concerns in an effective and efficient manner.





Traffic Safety Strategies

Strategy	Responsible Party	Timeline
Strategically deploy the two speed measuring radar trailers throughout the City based on input from community members, elected officials and citizens that utilize our trafficways. Provide the data from the trailers to City staff, the Community Services Unit, and the website on a monthly and quarterly basis.	Sergeant Brillhart	Ongoing
Conduct a comprehensive staffing analysis for the Traffic Unit to determine if appropriate resources are allocated and determine if additional staff is needed. The analysis will include traffic collision trends, DUI and traffic related citation trends, and predicted growth of the City including preparation for the Estrella Falls regional mall	Lieutenant Jeff Rogers and Sergeant Brillhart	2 years
Continue to work in partnership with the Arizona Governor's Office of Highway Safety (GOHS), Mothers Against Drunk Driving (MADD), and Students Against Destructive Decisions (SADD) for determination of participation in annual events including: West Valley DUI Task Force, Click it or Ticket seatbelt enforcement details, State Fair Public Safety Days, Mock DUI crash at a local school	Sergeant Brillhart	Ongoing
Obtain data from the Crime and Intelligence Analysis Unit for strategic deployment of staff and resources to help reduce traffic complaints and traffic collisions. Make this data easily available to City Engineering.	Sergeant Brillhart	Monthly
Conduct annual trainings (initial and refresher) for speed measuring devices including radar and LIDAR.	Traffic Unit & Training Unit	Ongoing
Improve ingress/egress for major events.	Sergeant Brillhart	Ongoing
Proposal for the implementation of barcode scanners, printers, and magnetic card readers in patrol and traffic vehicles for more efficient and accurate data entry related to traffic collisions.	Sergeant Brillhart	2 Years
Implement the "Data Driven Approach to Traffic Safety" model (DDATS), utilizing statistical data, community engagement, and monitoring "hot spot" locations to promote traffic safety and reduce collisions.	Sergeant Brillhart and Ron Hill	1 Year



Goal 5—Enhance Agency Effectiveness/Efficiency

The Goodyear Police Department is committed to doing the right things and doing them extremely well. It is imperative the Police Department develop and maintain a business infrastructure that consistently reflects the best strategies in policing, including the management of our resources and provision of services to the public.

This goal reflects the Department's desire to maximize organizational effectiveness and efficiency. The effectiveness of an organization focuses on quality control and quality of service delivery. The efficiency of an organization focuses on whether the organization consistently delivers its key services on a cost effective basis which includes: awareness of the resource cost of delivering each service and focus on how to streamline and improve the efficiency (balanced with effectiveness) of service delivery.

Highly effective and efficient organizations are characterized by a number of factors including: strong internal communications (i.e., both "bottom up" and "top down"); clearly communicated organization objectives and performance metrics; workflow controls including systems that track the presence of and timely case completion and transaction requests; and well documented procedures. We will

constantly assess our strategies and ask ourselves is there a better way to do something. Our Department will strive to stay on the cutting edge of technology to help us deliver services to our citizens in the most efficient manner. We will utilize available technologies to help identify crime trends and disperse our patrol force that is effective in stopping crime.

In our Department, we believe that our employees are our most critical asset and we encourage them to be proactive and to develop best practices. We must effectively listen to ideas that may be simple in nature but have a profound impact on the betterment of the department.





Effectiveness/Efficiencies Strategies

Strategy	Responsible Party	Timeline
Increase the quality and quantity of information to the public, using the City's website, marketing strategies, and social media.	Lieutenant Kim Celaya	On Going
Review, update, and create if necessary, the Department's Policy and Procedure Manual. Ensure policies and procedures are in alignments with Human Resource and Legal Services.	Chief Jerry Geier, Lieutenant Jeff Rogers	1 Years
Create, enhance, and streamline hiring and recruitment processes through the Hiring, Recruitment, and Selection Unit.	Lieutenant Kim Celaya	Ongoing
Implement on-line citizen reporting of crime tips and reports in conjunction with Records Management System upgrades.	Lieutenant Jeff Rogers, Susan Petty, and Chris Nadeau	2 Years
Streamline equipment databases and inventories in the department to one central database. In conjunction with the New World Systems Technology Update, deploy additional "modules" to track equipment inventory. If budget does not allow the implementation of equipment tracking, review and implement alternate means of tracking.	Susan Petty	2 Years
Actively monitor Sonoran Valley public safety contract and actively engage local residents to enhance communication.	Lieutenant Jimmy Rodriguez	On Going
Consistently monitor data and statistics regarding Patrol Response Times, ensuring benchmarks are met or exceeded.	Susan Petty and Ron Hill	On Going