



# PHOENIX POLICE DEPARTMENT



## 2013-14 STRATEGIC PLAN



City of Phoenix

POLICING WITH A  
**PURPOSE**



Daniel V. Garcia  
Chief of Police

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*"Policing is a noble profession. By adopting **Policing with a Purpose<sup>SM</sup>**, we are setting the highest professional standards."*

**Daniel V. Garcia, Chief of Police**  
**Phoenix Police Department**

# PHOENIX POLICE DEPARTMENT

## MESSAGE FROM THE CHIEF OF POLICE



I am proud to present the Phoenix Police Department's 2013-14 Strategic Plan. The goals and objectives outlined in this document will guide the men and women of this organization in fulfilling our responsibilities to the community while holding to the highest standards of the policing profession. The basis of this plan is centered on the following set of principles that I believe are fundamental to policing:

- Nurture and Protect Democracy
- Ensure Justice
- Spirit of Service
- Fundamental Fairness
- Protect our Community from Harm

Collectively, I refer to these ideals as **Policing with a Purpose<sup>SM</sup>**. This philosophy, combined with the ethical duty in policing to treat all individuals with dignity and respect,

provides our officers and the public with a clear understanding of the high standards we must continually achieve in every aspect of service we deliver to the community. With these foundational principles in mind, the goals and objectives formulated in this plan are intended to further enhance the quality and effectiveness of our service to the Phoenix community now and into the future.

The reduction of crime is a primary strategic focus of this plan. New, more proactive, data-driven strategies, such as operational plans for our first responders are being employed to more effectively guide their daily activities when they are not responding to calls for service. Another important component is the advancement of our community policing efforts. Because achieving and sustaining safe communities is a responsibility we share with the community, we will be working on a number of fronts to expand our public/private partnerships, increase collaboration with other city departments, and encourage greater citizen participation in block watch meetings. We will inform and educate the public on how to work side-by-side with us using a shared language that I call **Focus on FIVE<sup>SM</sup>/Key on Three** to prevent, detect, report, and investigate activity involving persons, places, and behaviors needing attention due to suspected or known criminal activity.

Guided by the philosophy of **Policing with a Purpose<sup>SM</sup>**, coupled with the incorporation of proactive strategies, expanded community outreach, and the development of efficient and cost effective practices, our 2013-14 Strategic Plan builds on the successes of our past while serving to secure the future of public safety in the City of Phoenix.

A handwritten signature in black ink that reads "D.V. Garcia".

Daniel V. Garcia  
Chief of Police

# PHOENIX POLICE DEPARTMENT

## 2013-14 STRATEGIC PLAN

### INTRODUCTION



This document was developed to guide the collective efforts of the Phoenix Police Department (PPD) in upholding our responsibilities to the community while adhering to the highest standards of the policing profession. Founded on the principles of **Policing with a Purpose<sup>SM</sup>**, our 2013-14 Strategic Plan builds on five primary goals that we believe are integral to the delivery of exceptional police service:

- *Reinforce the Mission of Policing*
- *Enhance Community Policing*
- *Enhance Technological Capabilities*
- *Accountability Measures*
- *Increase Community Confidence*

Each goal section in this document provides an overview of the goal and its importance to the PPD's mission along with several accompanying objectives to aid the PPD in successfully implementing this plan. Performance measures are included to

evaluate and track our progress. A visual representation (i.e. Strategy Map) of this Strategic Plan reflecting all the goals and corresponding objectives is depicted on page 15.

Given the dynamic nature of public safety issues, this plan is intended to be flexible so it can be updated as necessary to ensure the PPD is constantly positioned to deliver quality service to the community.

As in prior years, the reduction of crime will be a primary focus for the Department. While reported crime totals in Phoenix continue to be relatively low compared to totals reported throughout the past decade, increases in violent crime during the past two years require enhanced attention. This plan introduces a number of proactive strategies that are being employed to improve the overall effectiveness of the Department's crime prevention and enforcement efforts.

# PHOENIX POLICE DEPARTMENT

## INTRODUCTION

From an internal perspective, the centerpiece of the Department's proactive strategies will be the implementation of operational plans for uniformed patrol officers. These policing plans will be data-driven and based on specific causal factors of crime and disorder, which we have termed **Focus on FIVE<sup>SM</sup>**:

- **PERSONS** e.g. wanted persons or suspects
- **PLACES** e.g. gang hangouts, graffiti locations, or multi-offense locations
  - **High Priority Enforcement Locations (HPEL)** e.g. location of a drug house or a multi-offense location
  - **High Priority Offense Locations (HPOL)** e.g. location where a high profile offense was committed, such as a homicide
- **BEHAVIORS** e.g. open-air drug sales or gang activity in parks

Operational plans will effectively guide the daily activities of our uniformed officers when they are not responding to calls for service. In developing these plans, police enforcement tactics will target *gangs, guns, drugs, and persons with warrants*. The PPD will also participate in *multi-jurisdictional policing partnerships* to maximize our crime fighting capabilities.

Enforcement strategies will also target those offenses responsible for driving the overall

increases in crime throughout the city. The PPD will focus on the reduction of: *Homicides, Aggravated Assaults*, (domestic violence and non-domestic violence related), *Robberies, Burglaries, Motor Vehicle Thefts, and Thefts from Motor Vehicle*.

Complementing the transition to a more proactive policing model are objectives aimed at advancing the Department's community policing practices. Because achieving and sustaining safe communities is a shared responsibility, efforts will include strengthening and expanding partnerships with neighborhoods and public/private organizations. In this capacity, the PPD will collaborate with, inform, and educate the public to **Key on Three**:

- **PERSONS** who commit crimes
- **PLACES** where crimes are committed
- **BEHAVIORS** that lead to crime

By working as a team and focusing on persons, places, and behaviors, we will increase our capacity to reduce crime so we can make Phoenix the safest major city in America.

Collectively, the goals and objectives identified in our 2013-14 Strategic Plan are expected to offer a more effective approach to crime reduction and quality of life improvement. The measures are also expected to increase accountability and transparency, and offer a more efficient approach to personnel and resource management.

## MISSION & VISION STATEMENTS

### Mission

The men and women of the Phoenix Police Department will serve, protect, and reduce crime in Phoenix while treating everyone with dignity and respect.



### Vision

The Phoenix Police Department will earn your trust and respect by increasing our community policing efforts and creating teams to support outreach and participation. The result will be public/private partnerships that enhance our safety, security and our community's livability.

# PHOENIX POLICE DEPARTMENT

## 2013-14 STRATEGIC PLAN

### GOAL I

#### REINFORCE THE MISSION OF POLICING

*Provide exemplary police service to the community and strive to maintain a culture of service excellence*

##### INTRODUCTION

The mission of policing can be described as those fundamental responsibilities borne by every law enforcement agency such as preventing crime, protecting the public from harm, and ensuring employees carrying out these duties have the knowledge, skills, and equipment to fulfill this immense obligation to the communities served.

Since 1881, the Phoenix Police Department has been proudly serving the Phoenix community. As the city has grown and advanced, so too has our response to the ever changing needs of the public. Today, local public safety responsibilities are more numerous and complex than ever before, which requires that we continually evaluate and modify our practices to ensure our efforts to prevent and reduce crime are most effective. We must also ensure our employees remain highly trained, equipped, and have access to accurate and timely information to make informed decisions. While our mission has remained unchanged through the years, we are just as committed to providing exemplary police service today as we were 132 years ago. The objectives contained in this section will help the PPD to ensure quality police service is delivered to the community now and into the future.

##### OBJECTIVE 1

###### Support the Patrol Mission

The PPD will focus on the enhancement of core services such as the rapid response to calls for service, solving crimes, and the development of effective crime prevention programs and enforcement operations. While these functions are generally viewed to be the sole responsibility of uniformed officers, it is the collective effort of all police employees that reflects the quality of service the Department provides to the community. Regardless of assignment, all employees support the patrol mission. To instill service excellence, employees will

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*“What have I done today to support the patrol mission?”*

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have performance goals that will aid them in maximizing their skills and abilities. Officers in every assignment throughout the Department are encouraged to ask themselves, “What have I done today to support the patrol mission?” This back-to-basics approach will help to ensure a solid foundation exists for both the current and future delivery of exemplary police service.



##### OBJECTIVE 2

###### Develop Patrol Operational Plans

The PPD will employ proactive strategies to more effectively prevent and reduce crime throughout the city. The centerpiece of this strategic focus will be the implementation of daily operational plans for patrol officers. These operational plans will more effectively guide the day-to-day activities of every uniformed officer when they are not responding to calls for service. These data-driven plans will be based on specific causal factors of crime and disorder, referred to by the PPD as **Focus on FIVE<sup>SM</sup>**. These plans will provide the basis for a more focused and proactive

# PHOENIX POLICE DEPARTMENT

## GOAL I - REINFORCE THE MISSION OF POLICING

approach to crime prevention and control within each area of the city. Each operational plan will be evaluated monthly and reformulated as necessary to improve productivity and to maintain effectiveness in addressing specific crime and safety issues.

### OBJECTIVE 3 Implement a 'CompStat' form of Crime Review

The PPD will implement a crime reduction approach modeled after New York's CompStat Program to institutionalize a system of accountability for personnel within the organization charged with developing, managing, and carrying out crime fighting efforts. The PPD's model will focus on the following principles:

- *Specific objectives*
- *Timely and accurate intelligence*
- *Effective strategies and tactics*
- *Rapid deployment of personnel and resources*
- *Relentless follow-up, assessment and accountability*

CompStat meetings will be held at the precincts and at the Command level at regular intervals to evaluate whether the actions being taken to prevent and reduce crime throughout the city are the most effective.

### OBJECTIVE 4 Integrate Data-Driven Strategies in the Decision Making Process

The PPD will utilize up-to-date, impartial data to identify newly emerging crime patterns and longer term crime trends. The availability of this information will be central to the development of effective strategies targeting the **Focus on FIVE<sup>SM</sup>** strategic crime points. The increased availability of up-to-date crime data will enhance awareness, increase accountability, and allow for the development of effective operational plans in the precincts so officers' efforts can be focused where they will have the greatest impact on improving safety and security.

### OBJECTIVE 5 Instill the 'Mastery of Policing' Concepts

The PPD will provide officers with the knowledge and skills to address the **Focus on FIVE<sup>SM</sup>** strategic crime points. This objective will be accomplished through training. Emphasis will be placed on traffic enforcement, subject stops, field interrogations, arrests of violent criminals and adherence to beat accountability principles. Precincts will utilize the recurrent CompStat meetings to place an emphasis on productivity and to evaluate the effectiveness of the strategies and tactics contained in their operational plans.

### PERFORMANCE MEASURES:

- Develop annual performance goals for all employees within the organization which support the department's core services.
- Develop monthly patrol operational plans in each precinct to prevent and reduce crime.
- Develop a system/process to provide up-to-date crime statistics on a daily basis.
- Develop a curriculum focused on the 'Mastery of Policing' concepts and begin the training.



### City of Phoenix

Miles.....519 sq. mi.

Population.....1,466,920

Police Officers.....2,973

Officers  
per 1,000 population.....2.03

*Information current as of January 1, 2013*

# PHOENIX POLICE DEPARTMENT

## 2013-14 STRATEGIC PLAN

### GOAL 2

### ENHANCE COMMUNITY POLICING

*Advance community policing practices through innovative methods to improve safety and enhance quality of life*

#### INTRODUCTION

Community policing is a philosophy that has been adopted by most law enforcement agencies across the country over the last several decades. The basic tenets associated with community policing encourage police departments to develop strategies that support partnerships with communities, as well as problem-solving techniques that proactively address crime, social disorder, quality of life issues, and the fear of crime. One of the reasons this philosophy has been embraced so widely is because it has long been recognized that crime reduction and quality of life improvements are a shared responsibility between law enforcement and community stakeholders.

For more than three decades, the community policing philosophy has been integral in the development of countless policies, procedures, and operational strategies utilized by the Phoenix Police Department to prevent crime and improve the quality of life in Phoenix. Many of these practices have evolved through the years and have become central to the way in which police services are currently being delivered by the PPD. The objectives contained in this section will help to advance the PPD's community policing practices and expand their application to larger segments of our community so together we can ensure Phoenix remains a safe and vibrant city.

#### OBJECTIVE 1

##### Enhance and Educate Block Watch and Crime Watch Groups

The PPD will actively encourage citizen participation in Block Watch and Crime Watch groups as well as programs like the Phoenix Neighborhood Patrol (PNP) to aid in the prevention and suppression of crime. Methods to market the importance of community engagement will be accomplished through the creation of informational videos, training opportunities for residents, and community meetings. Meeting notices and Department contact information for these activities and events will be posted on PPD

websites and will also be communicated via social media. Employees will attend community meetings to inform and educate attendees on how to work side-by-side with the Department using the **Focus on FIVE<sup>SM</sup>/Key on Three** strategic crime points as the shared language for preventing, detecting, and reporting criminal activity.



The PPD will also use these venues to report back on the action/s taken to address residents' concerns. The PPD will continue to support programs and events which reinforce the important role of community engagement in creating safer neighborhoods.

#### OBJECTIVE 2

##### Increase Public/Private Partnerships

The PPD will create greater connectivity and consistency between the organization and its public/private partners in the downtown corridor through the establishment of the Downtown Security and Emergency Task Force (DSET) and the expansion of the Downtown Operations Unit (DOU). These efforts will serve to unify and expand relationships with those entities affected by, responsible for, or who have a stake in those factors which contribute to crime and



# PHOENIX POLICE DEPARTMENT

## GOAL 2 - ENHANCE COMMUNITY POLICING

disorder in the downtown corridor while also establishing a high visibility police presence in the area. Working closely with all stakeholders and partners in a manner that allows participants to share ownership of an issue will effectively mitigate public safety concerns. This in turn will provide for a more vibrant, safe, and hospitable downtown destination and workplace for residents and visitors alike.

### OBJECTIVE 3

#### Encourage Stakeholder Involvement Through Strong Crime Reduction Programs with Neighborhoods and Businesses

The PPD will continue to remain focused on community outreach, specifically through engaging new and existing neighborhood and business leaders. Crime reduction and prevention is a shared responsibility where individual perceptions can lead to creative solutions. Therefore, the PPD will strive to gain a competitive advantage in the formulation of effective strategies based on feedback from business and neighborhood alliances. The PPD will also aim to understand specific issues that affect community perceptions of safety and quality of life with the goal of creating safer communities by 'digging into the details,' sharing challenges, and celebrating accomplishments. Emphasis will be placed on programs and training such as crime prevention through environmental design (CPTED) and graffiti abatement.

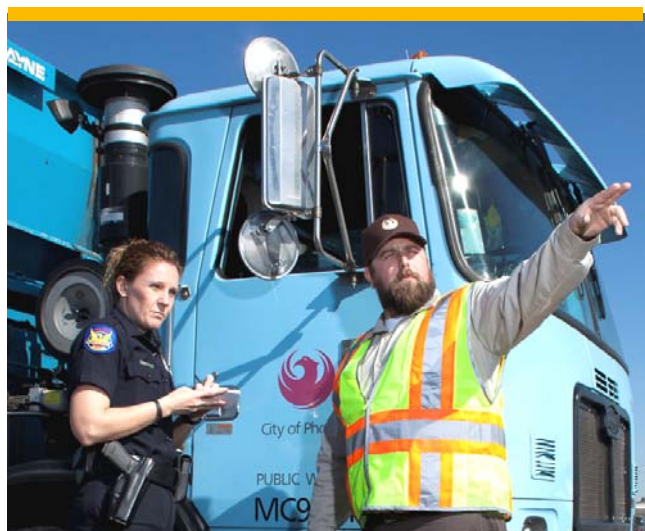
### OBJECTIVE 4

#### Share Responsibility in Community Problem Resolution Through Multi-Department Collaboration to Support Environmental Policing

*Environmental policing involves partnering with other city departments to improve quality of life and safety in neighborhoods*

The PPD will partner with other city departments to form City Service Coordination Teams to expand the Department's capacity to prevent crime and support environmental policing efforts. Emphasis will be placed on the expansion of Operation City Watch, a program similar to Block Watch and Crime Watch

groups where trained city employees such as sanitation workers, park rangers, street transportation employees, and others serve as the eyes and ears of the PPD by reporting observed crimes, suspicious activity, fires, auto accidents, medical emergencies, etc. while conducting their routine work assignments. The PPD will provide training to all participating departments to ensure employee safety. The PPD will also partner with City Service Coordination Teams to conduct a pilot program targeting top locations of neighborhood blight in an effort to improve quality of life and safety for residents living in those areas.



### PERFORMANCE MEASURES:

- Increase the number of active Block Watch/ Crime Watch programs by 10%.
- Implement the Downtown Security and Emergency Task Force (DSET) and complete the expansion of the Downtown Operations Unit (DOU).
- Each precinct will partner with neighborhood and business leaders in their respective areas to develop crime prevention and suppression strategies.
- Form City Service Coordination Teams and conduct an environmental policing pilot program targeting top locations of neighborhood blight.

# PHOENIX POLICE DEPARTMENT

## 2013-14 STRATEGIC PLAN

### GOAL 3

### ENHANCE TECHNOLOGICAL CAPABILITIES

*Employ updated technology to enhance organizational efficiency, to promote transparency, and to increase accountability*

#### INTRODUCTION

Like many aspects of modern society, law enforcement operations have been transformed by rapid technological advancements that have taken place over the last few decades. Today, mobile data terminals, or computers in patrol cars facilitate the timely dissemination of critical information to first responders in the field; sophisticated computer systems have improved the accuracy of data and can more efficiently manage the creation, storage, and retrieval, of millions of law enforcement records; and advancements in the field of forensic science have become instrumental in solving crimes. Technology has also played a significant role in increasing the effectiveness of crime prevention and suppression efforts. Systems that provide current crime data have enabled law enforcement officials to make informed decisions on where to deploy resources to more effectively address emerging crime issues. Technological advancements have also been instrumental in enhancing the level of communication between law enforcement agencies and stakeholders within their communities.

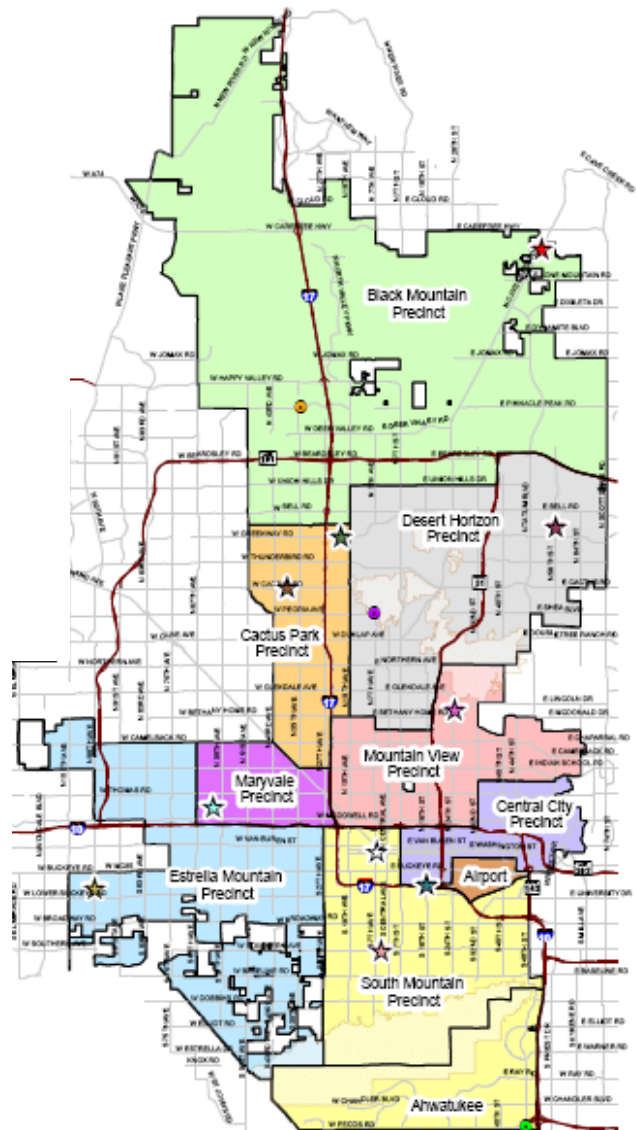
At a time when information is communicated instantaneously through smart phones, the internet, and social media, the public has come to expect the same level of responsiveness concerning public safety matters in their community. The Phoenix Police Department has made strides in recent years to enhance its technological infrastructure in an effort to improve service delivery and to adopt modern methods to communicate with community stakeholders. The objectives contained in this section will build on these efforts by further improving operational effectiveness, achieving greater levels of accountability, and enhancing organizational efficiency.

#### OBJECTIVE I

#### Utilize Crime Analysis in the Data-Driven Decision Making Process

The PPD will develop the technological infrastructure

to facilitate data-driven decision making to more effectively prevent and reduce crime. From an internal perspective, a process will be implemented that enables the processing and dissemination of near real-time crime data so this information can be used in the development of effective strategies to prevent and reduce crime. From an external perspective, the PPD will acquire an online application that will make crime



# PHOENIX POLICE DEPARTMENT

## GOAL 3 - ENHANCE TECHNOLOGICAL CAPABILITIES

statistics by geographic area available to the public. The increased availability of crime data to police employees, community members, and the media will enhance awareness, promote transparency, and increase accountability.

### OBJECTIVE 2 Enhance Community Engagement through Social Media and Information Transparency

The PPD will encourage community engagement through the use of Social Media (e.g. Twitter, Facebook, YouTube), as well as the Phoenix Police Department's public website and intranet site for employees. These tools will be used to disseminate timely information and updates related to crime statistics, traffic issues, and other public safety concerns, as well as noteworthy actions performed by employees in the performance of their duties.



The PPD will also use these tools to inform and educate the community on measures they can take to keep themselves and their families safe. The PPD will ensure the continual flow of accurate internal and external information in an effort to support our mission of **Policing with a Purpose<sup>SM</sup>**.

### OBJECTIVE 3 Implement the New Records Management System (RMS) in Phases

The PPD will begin work on the final phase of the three-phase project to replace the organization's current RMS known as PACE (Police Automated Computer Entry). The primary objective for the PACE replacement project is to implement an effective commercial, off-the-shelf solution that will support

the demanding information needs of one of the largest municipal law enforcement agencies in the country. The new system will support more efficient data processing and information exchange, deliver better data-mining capabilities, and provide a solid foundation for policing through the use of enhanced technology. Phase III—System Implementation will require the most work, but with the level of resources dedicated to the project, July 2014 remains a realistic target for completion.

### PERFORMANCE MEASURES:

- Implement an online crime mapping application accessible to the public that provides updated crime statistics by geographic area.
- Review public safety web and social media content quarterly to ensure posted information is accurate and current.
- Complete the procurement process for the new RMS on schedule so Phase III—System Implementation can be completed by July 2014.



### Phoenix Police Department Social Media Statistics

**8,835** Facebook "Likes" reaching more than 16 million viewers

**8,675** Twitter followers

**41,604** unique visits to the PPD's public website

**12,908** YouTube views with 282 subscribers

*Statistics are through May 28, 2013*

# PHOENIX POLICE DEPARTMENT

## 2013-14 STRATEGIC PLAN

### GOAL 4 ACCOUNTABILITY MEASURES

*Practice fiscal responsibility and continually strive to increase organizational efficiency*

#### INTRODUCTION

The onset of the economic decline that began approximately five years ago prompted the Phoenix Police Department to evaluate numerous internal practices and procedures in an effort to reduce costs and increase efficiencies. Initial efforts resulted in the development and implementation of several new and/or revised policies as well as numerous efficiency improvements that generated substantial savings. Because the economic recovery in Phoenix has been progressing at a slow pace, the PPD has continued to seek additional opportunities in the years since that further increase efficiencies and aid in minimizing our operational costs.

A significant portion of the city's general fund revenues directly support the PPD's operating budget. The PPD recognizes its responsibility to the taxpayers of Phoenix to ensure quality police services are delivered in the most efficient and cost effective manner possible. The objectives contained in this section will aid the PPD in upholding our fiscal responsibilities.

#### OBJECTIVE 1 Implement Recommendations from the Innovation & Efficiency Task Force if Applicable

The PPD will re-evaluate the structure of the precincts and the staffing schedules employed within the Patrol Division from an operational and financial perspective. This proactive assessment is intended to identify the most effective and financially responsible means of delivering critical police services at the first-responder level while accounting for employee attrition in the coming years. Emphasis will be placed on identifying an optimum number of beats and squad areas within each precinct. Accordingly, work schedules will be evaluated to determine which shift length best supports the selected configuration. Any recommendations identified that modify the existing

citywide precinct configuration will likely require changes to existing precinct, squad and/or beat boundaries, and may require a precinct-wide reallocation of personnel.

#### OBJECTIVE 2 Review Plans to Manage Controllable Expenditures

The PPD will closely monitor budget expenditures, overtime and standby usage, and hours worked on holidays to readily identify significant variances in costs or work practices. This review process will ensure swift and appropriate action can be taken to minimize unnecessary spending and will aid in avoiding budget overages. The PPD will also continue to have all Department purchase requests approved by a central authority within the organization to make sure expenditures are made for budgeted items. This practice will also aid in the identification of appropriate funding sources for essential, unexpected acquisitions. Additionally, the PPD will monitor employee furloughs to ensure compliance with each of the employee group agreements.



# PHOENIX POLICE DEPARTMENT

## GOAL 4 - ACCOUNTABILITY MEASURES

### OBJECTIVE 3

#### Assess and Identify the Utilization of a Civilian Work Force

The PPD will remain vigilant in seeking opportunities to reduce costs and improve efficiencies throughout the organization. One area of emphasis will be the continued evaluation of support and specialty functions being performed by sworn police officers to determine if those functions can be adequately performed by civilian personnel at a reduced cost. Implementing recommendations to civilianize functions identified through this process will be contingent on external approval and the fiscal stability of the PPD's budget.

### PERFORMANCE MEASURES:

- Evaluate the current precinct configuration and staffing schedules employed in the Patrol Division and provide a recommendation that offers the most effective and financially responsible means of delivering critical police services at the first-responder level.
- Conclude FY 2012-13 at or below allocated budget levels.
- Identify functions being performed by sworn police officers throughout the Department that can be adequately performed by civilian personnel at a reduced cost.



# PHOENIX POLICE DEPARTMENT

## 2013-14 STRATEGIC PLAN

### GOAL 5

## INCREASE COMMUNITY CONFIDENCE

*Strengthen community confidence through exceptional service, professionalism, and ethical conduct*

### INTRODUCTION

Policing is among the most noble of professions. Throughout history, society has entrusted police officers with the authority to uphold its laws and has given them the exclusive power to exert that authority to the fullest extent in the performance of their duties. In return, police officers are held to a higher standard and are obligated to act with honor and integrity at all times to preserve the trust society has placed with them. However, ethical conduct is just one of several factors necessary in earning the community's trust and confidence. The public also expects the police to respond quickly to their calls for service; to listen to their public safety concerns; to take appropriate measures to make their neighborhoods safe; and to treat them with dignity and respect.

The Phoenix Police Department recognizes that to be

most effective in the delivery of police services, we must have the trust and confidence of the communities we serve. Guided by the philosophy of **Policing with a Purpose<sup>SM</sup>**, the objectives contained in this section will help the PPD to institutionalize standards of behavior and performance that are integral in earning the trust and confidence of the Phoenix community.

### OBJECTIVE 1

#### **Achieve Crime Counts At or Below the Average of the Previous 3 Years**

*Crime counts refer to violent and property crimes as defined by the FBI's Uniform Crime Reporting (UCR) Guidelines*

The PPD will implement proactive strategies aimed at enhancing the effectiveness of Department-wide crime prevention and suppression efforts in an attempt to reduce crime and improve organizational accountability. Emphasis will be placed on the



# PHOENIX POLICE DEPARTMENT

## GOAL 5 - INCREASE COMMUNITY CONFIDENCE

widespread application of operational plans for uniformed police officers targeting the **Focus on FIVE<sup>SM</sup>** strategic crime points. To aid in the effectiveness of these operational plans, the PPD will devote additional personnel to the processing of crime data to enable the daily dissemination of crime statistics so that emerging crime issues can be readily identified and addressed. Finally, CompStat meetings will be held at regular intervals to evaluate whether the actions being taken to prevent and reduce crime are effective.

### **OBJECTIVE 2** **Achieve a Median Response Time of 5 Minutes for Priority 1 Calls for Service**

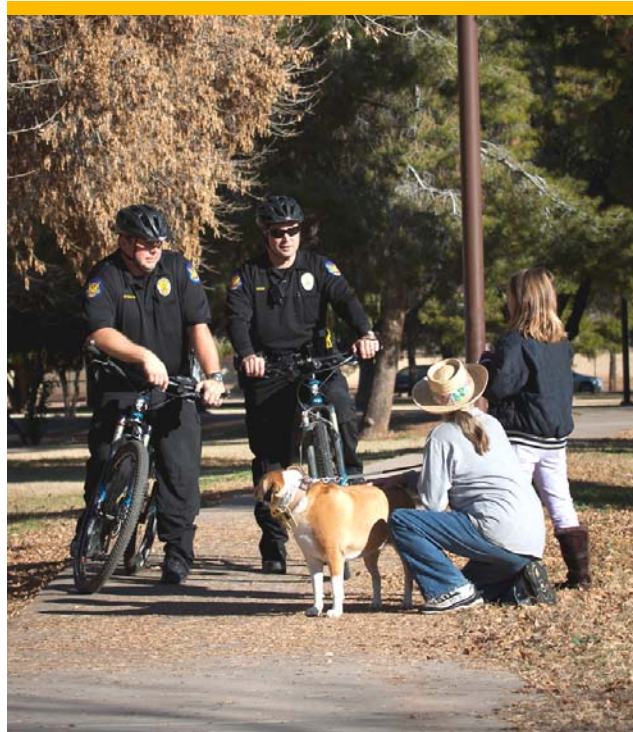
The PPD will work to achieve a median response time of 5 minutes or less for all Priority 1 (emergency) calls for service. The PPD will strive to obtain this objective by ensuring all personnel involved in the process are handling calls in the most efficient and effective means possible. The PPD will also continue to use calls for service data as one of the factors for reallocating patrol officers, as this will help to ensure personnel are geographically dispersed to allow for a timely response. Patrol personnel will also target areas known for priority calls in their operational plans. By targeting a 5 minute response time, the PPD will ensure the highest level of service delivery to the public and increase their confidence that officers will respond quickly when a call for assistance is placed.

### **OBJECTIVE 3** **Support Community Advisory Groups, Boards, and Employee Associations**

The PPD will continue to work closely with our community advisory groups and boards to ensure a forum exists for the open exchange of ideas pertaining to the PPD, and to the public safety issues that relate to the specific needs of our diverse communities. Emphasis will be placed on further developing these relationships in an effort to increase community confidence levels in the PPD.

The PPD will also continue to collaborate with our

employee groups, which include the Phoenix Law Enforcement Association (PLEA), the Phoenix Police Sergeants and Lieutenants Association (PPSLA), the Administrative, Supervisory, Professional, and Technical Employees Association (ASPTEA), and the American Federation of State, County, and Municipal Employees (AFSCME), Local 2960 and Local 2384 to gain their input so the PPD delivers the best possible police service to the community.



### **OBJECTIVE 4** **Enact Policing Strategies that Encourage Economic Development**

The PPD will work with its public/private partners, City Service Coordination Teams, various community partners, the Phoenix Chamber of Commerce, and other selected organizations to improve the community's perception of safety in areas of the city affected by disorder issues (e.g. panhandling, blight, public intoxication). Emphasis will be placed on establishing and maintaining order with respect to these community concerns in redevelopment areas, business locations, and areas with a high volume of foot and vehicle traffic.

# PHOENIX POLICE DEPARTMENT

## GOAL 5 - INCREASE COMMUNITY CONFIDENCE

### OBJECTIVE 5

#### Instill the Nobility of Policing in all We Do

The PPD will continue to institute proactive measures that increase employee accountability, preserve the nobility inherent to policing, and foster trust within the community. This will be accomplished through policies and procedures that ensure employee conduct remains commensurate with the highest standards of the policing profession. A major component of this objective will include the implementation of new disciplinary directives that will establish greater accountability, consistency, and which are more closely aligned with the City's disciplinary regulations. The PPD will also institute a new annual tradition whereby sworn employees will reaffirm their Oath of Office, which will serve as a reminder of their solemn promises of duty commitments to the residents of Phoenix. This annual reaffirmation will also remind officers of the

foundational principles upon which the Department was built and serve as a legacy for our employees who have given their lives in the protection of our community.

#### PERFORMANCE MEASURES:

- Achieve a UCR Part I violent and property crime count that is at or below the average of the previous three years.
- Achieve a median response time of 5 minutes or less for priority 1 (emergency) calls for service.
- Implement new disciplinary directives that support greater accountability, consistency, and which are more closely aligned with the City's disciplinary regulations.





# Phoenix Police Department

*To serve, protect, and reduce crime in Phoenix while treating everyone with dignity and respect*

## Reinforce the Mission of Policing

Support the Patrol Mission  
 Daily Operational Plans  
 CompStat Crime Review  
 Data-Driven Decision Making (operational)  
 Mastery of Policing

## Enhance Community Policing

Enhance & Educate Block Watch Groups  
 Public/Private Partnerships  
 Stakeholder Involvement  
 Multi-Department Collaboration

## Enhance Technological Capabilities

Data-Driven Decision Making (Infrastructure)  
 Social Media & Transparency  
 New RMS

## Accountability Measures

Innovation & Efficiency Task Force  
 Manage Controllable Spending  
 Civilian Workforce

## Increase Community Confidence

Crime Reduction  
 Emergency Response Time  
 Support Community Advisory Groups & Boards  
 Economic Development  
 Nobility of Policing

## Policing with a Purpose

Nurture & Protect Democracy • Ensure Justice • Spirit of Service • Fundamental Fairness • Protect our Community from Harm

## Calendar Year 2013-14 Strategy Map

**Policing with a Purpose<sup>SM</sup>** is the foundation of our 2013-14 Strategic Plan. The goals and objectives outlined in this plan will guide the Phoenix Police Department in serving, protecting, and reducing crime in Phoenix while holding to the highest standards of the policing profession.

