



# TEMPE

## POLICE DEPARTMENT

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## CALENDAR YEAR 2012 - 2014 STRATEGIC PLAN

### Message from the Chief

As Chief of Police, I am pleased to present the Tempe Police Department's 2012-2014 Strategic Plan. Strategic planning is the foundation for the future of any organization and our plan will serve as the map to guide the Tempe Police Department for the next three years. Specifically, this plan will ensure that we are focused on the issues that are critical to fighting crime, keeping our community safe, providing a positive work environment for our employees and taking full advantage of technology.

This year's strategic planning process was the most inclusive to date and involved a variety of meetings that included city leaders, community members, and police employees from across the entire organization. As a result of this comprehensive process, our new Strategic Plan includes many new strategies that enhance our commitment to fighting crime and ensuring the safety of the Tempe community.

Additionally, our strategic goals have been updated to reflect how we will proactively address public safety issues while streamlining and optimizing our resources during these challenging financial times. The four main strategic goals that will guide the efforts of the department for the next three years include:

- Fighting Crime & Enhancing Community Safety
- Promoting Community Involvement
- Supporting & Developing Employees
- Enhancing Innovation & Technology

Reaching these goals will ensure that we can meet the demands of our growing, diverse, and dynamic community now and in the future. As Chief, my commitment to achieving the highest level of organizational excellence has not wavered. I am very proud of the hard work and effort that went into developing this plan and look forward to the successes we will achieve.

On behalf of the men and women of the Tempe Police Department who worked together to create our Strategic Plan, I would like to thank the residents of Tempe and our Mayor, Council and City Manager for their continued partnership and support. It is with this support that we will be able to implement our Strategic Plan and proactively address the current and future public safety needs of the Tempe community.

Respectfully,

Tom Ryff  
Chief of Police



# THE STRATEGIC PLAN FRAMEWORK



Each year the Tempe Police Department conducts a comprehensive strategic planning process to update the strategic plan. This year's strategic planning process was redesigned to be even more inclusive of city and community priorities. The process involved four main components that included:

- City leader input: A full day retreat where police managers heard from city leaders about the current realities (opportunities and challenges) facing the city and the Police Department over the next three years. Guest speakers included the Mayor, the City Manager, and a variety of Department Directors from across the city.
- Community input: Several community forums took place and provided police managers with an opportunity to communicate with citizens and community representatives (including representatives from the Human Relations Commission, the Tempe Police Oversight Commission, the Chamber of Commerce, the Downtown Tempe Community, and the faith-based community) about the Police Department and acquire feedback on community priorities.
- Employee input: Police managers attended workgroup briefings and met with union representatives throughout the fall of 2011 to inform employees about the strategic planning process, discuss organizational issues, and gather employee ideas about the future priorities of the Department.
- Strategic planning retreat: Police managers attended a full day workshop where they reviewed the ideas from city leaders, the community, and employees. Additionally, as part of this retreat, the Department's mission and vision were reviewed, the strategic plan goals were updated, and new strategies were created and incorporated into the strategic plan.



# STRATEGIC GOALS

The Department strategic goals serve to guide the activities and direction of the Department and provide a foundation for decision-making so we can continue to deliver the highest quality police service to the Tempe community for years to come. Our strategic plan is dynamic and flexible and is updated on an annual basis to reflect the new challenges and opportunities that face the Department.

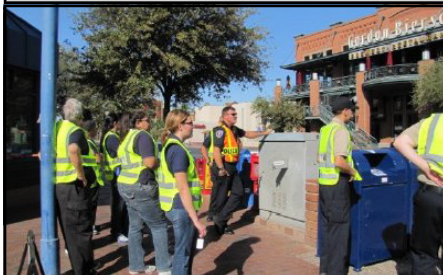
## Strategic Goal 1: Fight Crime & Enhance Community Safety

We are committed to fighting crime and increasing community safety in Tempe through the development of adaptive and proactive crime suppression strategies and intelligence-led policing that focuses on analyzing and predicting criminal activity to optimize the allocation of police resources.



## Strategic Goal 2: Promote Community Involvement

We are committed to further enhancing the delivery of our services by providing strong customer service, strengthening communications with the community, promptly addressing community concerns, and engaging in collaborative community partnerships.



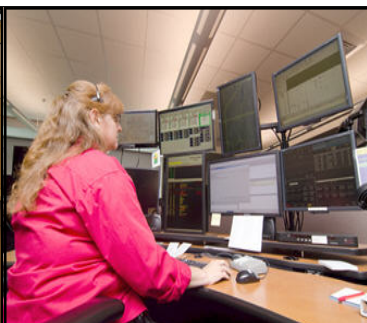
## Strategic Goal 3: Support & Develop Employees

We recognize the importance of supporting the needs of our employees in the performance of their duties by improving communication throughout the organization, being responsive to employees, providing training opportunities, and attracting and retaining a skilled and diverse group of employees.



## Strategic Goal 4: Enhance Innovation & Technology

We will advance our organization by incorporating new technology as well as the best law enforcement practices into our operations, challenging the limits of traditional public safety methods, and successfully managing the diverse range of information technology systems and infrastructure.



# GOAL 1: FIGHT CRIME & ENHANCE COMMUNITY SAFETY

## Objective 1.1: Utilize Intelligence-Led Policing to Detect and Suppress Crime

*We will adopt an intelligence-led policing philosophy that supports our crime prevention, enforcement, and suppression efforts. In support of this philosophy, we will centralize and improve existing systems for the gathering, analysis, and dissemination of crime and intelligence information.*

- 1.1.1 Reduce Part I crime (i.e., Homicide, Rape, Robbery, Assault, Burglary, Larceny, Auto Theft, and Arson) in the City of Tempe by 5%.



## Objective 1.2: Optimize and Deploy all Resources to Prevent and Suppress Crime

*We will strategically allocate our resources towards preventing and suppressing crime. Moreover, we will ensure that all employees understand how their positions can serve to prevent and suppress crime in Tempe and that they are provided the necessary equipment to do all that they can to aid in this effort.*

- 1.2.1 Develop a plan to implement investigative technology including mobile camera systems.
- 1.2.2 Develop a comprehensive multi-departmental traffic safety plan for the City of Tempe.



## Objective 1.3: Enhance Proactive Policing

*We will shift our focus to fight crime proactively. Specifically, we will promote proactive crime prevention and enforcement initiatives and we will strive to identify the origins of crime issues within Tempe to establish long-term solutions and apprehend those that violate the law.*

- 1.3.1 Train all police employees on proactive policing and intelligence-led policing strategies.

## GOAL 2: PROMOTE COMMUNITY INVOLVEMENT



### Objective 2.1: Strengthen Communications with the Community

*As our partners in resolving issues, our community members are key to our success. We will strive to seek and disseminate information to the residents, businesses, and fellow city workers through various methods in the most time effective and efficient manner possible. We will continue to improve our ability to recognize and respond to the changing needs of the community .*

- 2.1.1 Develop a social media plan and increase social media use for communicating with the community.
- 2.1.2 Reengineer the Police Department website to make information easier for the community to access.
- 2.1.3 Provide citizens with interactive mechanisms to access and initiate public safety information including police reports.
- 2.1.4 Develop an interactive web portal for the public to submit investigative tips and leads.



### Objective 2.2: Channel Effective Use of City and Community Resources

*We recognize that we can maximize our resources, develop strong systems of implementation, and improve the services we deliver by working cooperatively and collaboratively with our city and community partners. To this end, we will improve existing relationships and promote the development of new city and community partnerships. We will also work to pool police, city, and community resources so that they can be used most effectively.*

- 2.2.1 Identify specific partners with Arizona State University and develop a process to communicate regularly with them.
- 2.2.2 Implement a Tempe Police Department/Arizona State University public safety alert system.
- 2.2.3 Develop a private/public partnership program with the business community.



## GOAL 3: SUPPORT & DEVELOP EMPLOYEES



### **Objective 3.1: Provide Training and Development Opportunities for Employees**

*We are committed to providing high quality training and career development opportunities that benefit both the employee and the Department. In addition to increasing access to internal and external training opportunities for all employees, we strive to develop systems of consistent training designed to reduce risk and increase employee safety. We also seek to enhance the abilities of our current supervisors and develop the future leaders of our organization.*

- 3.1.1 Enhance attractiveness of promotional opportunities through leadership development.
- 3.1.2 Formalize and implement supervisor training program for all civilian and sworn supervisors.
- 3.1.3 Initiate e-performance employee evaluations assessing employees' support of crime suppression and other key organizational priorities.
- 3.1.4 Develop an executive management training seminar series.



### **Objective 3.2: Foster Communication and Cooperation Throughout the Organizations**

*We will develop mechanisms to increase information sharing, facilitate employee feedback, improve responsiveness, strengthen internal partnerships, and improve cooperation among employees. We seek to enhance working relationships across divisions, bureaus, and individuals, both sworn and civilian, throughout all levels of the Department.*

- 3.2.1 Develop a process to streamline and centralize Department information to reduce information overload.
- 3.2.2 Develop an internal and external Department marketing plan.



# GOAL 4: ENHANCE INNOVATION & TECHNOLOGY

## Objective 4.1: Enhance Department Planning Efforts

*Recognizing that day to day emergencies can interfere with planning, the Police Department is committed to setting aside the resources it needs to prepare for challenges and opportunities. We will continue to advance our organization forward and ensure that we stay one step ahead of future demands.*

- 4.1.1 Develop a long-term organization-wide staffing plan.
- 4.1.2 Create a technology needs assessment/replacement calendar and technology operational plan that is tied to the CIP process.
- 4.1.3 Develop organization performance and workload measures.



## Objective 4.2: Implement a Centralized Police Information Network (PIN)

*The Department will work toward developing centralized and accessible information systems throughout the organization. This will result in a better dissemination of internal information throughout and across all levels and functions of the Department. In addition, centralized systems will streamline work processes, increase efficiencies, ensure data consistency, as well as promote enhanced information exchange systems.*

- 4.2.1 Implement the mobile report entry and record management system report entry modules of the PIN system.
- 4.2.2 Implement the case management modules of the PIN system.
- 4.2.3 Implement the Arizona Criminal Justice Information System (ACJIS) interface of the PIN system.

## Objective 4.3: Manage Information Technology

*It is not enough to merely seek out and implement new technology. We as a Department also need to manage and sustain our technological infrastructure. A commitment to sustaining our technical resources will result in proactive planning and ensure that the appropriate resources are in place to maintain and support the Department's technology and ensure that employees have the resources they need to fully utilize technology now and in the future.*

- 4.3.1 Develop in-house dedicated information technology and PIN system sustainment support.
- 4.3.2 Establish a process to maintain a Police Department geographic information system (GIS) and data layers.



# MISSION, VISION, & VALUES

The Mission of the Tempe Police Department is to suppress crime and promote the safety of our community.



## The Vision of the Tempe Police Department

- We are a highly adaptive, flexible, and proactive organization that integrates both community oriented and intelligence-led policing philosophies.
- Our organization is fully staffed with collaborative, accountable, and highly skilled employees who are dedicated to providing the highest quality police services to the community.
- We utilize innovative technology, systems, and processes to gather, analyze, and disseminate crime and intelligence information throughout our organization.
- We operationalize crime information and intelligence to allocate our police resources strategically and prevent and suppress crime in the community.
- We promote regional information sharing and cultivate active community and interagency partnerships.



## Core Values

**Honor** - We will be honorable in our principles, intentions, and actions.

**Integrity** - We value honest communication and our actions match our words.

**Loyalty** - We are committed to fellow employees and the community we serve.

**Dedication** - We are devoted to the delivery of effective and efficient police services.

