

Strategic/Master Plan Guide
For Law Enforcement Agency Planning

2022

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Guide Section 1: Introduction

As law enforcement agencies face continual challenges regarding community expectations, funding and other changing environments, the process of crafting the future proves increasingly challenging. A strategic plan providing a reasonable and attainable roadmap for the future assists decision makers with prioritizing needs and developing a better understanding of legitimate law enforcement goals.

This guide sheet was prepared to provide law enforcement executives and their staffs with an overview of the planning process and a template for a final plan that is designed to balance simplicity with functionality. The Texas Police Chiefs Association understands the diversity of law enforcement agencies in both size and complexity. Consequently, the ability to customize the plan format is essential. There is no universally acceptable format, so this document contains limited effort to define a specific format, but instead focuses on recommended processes and a generalized template to assist in formulating a plan that meets the needs of any law enforcement agency.

Guide Section 2: Rationale

Law Enforcement agencies function as a part of the Executive Branch of Government. As such, their work is done under the ultimate oversight of governing bodies such as City Councils, County Commissions, State Legislatures or Congress. While subject to statutory and case law, decisions regarding ultimate policies, funding and other strategic processes are made not by the Law Enforcement agencies themselves but by elected officials. These decision makers are usually not subject matter experts in the field and therefore may not have a well-developed concept of legal mandates regarding the law enforcement function or the legitimate processes associated with the function. The costs associated with a competent and effective law enforcement agency are significant and therefore responsible budgeting is difficult to accomplish in a single budget period. Therefore, decision makers are well served to understand the path to law enforcement success through a goal driven, multi-year strategy. Law enforcement agencies are also benefited by a long-term view of operations, with an internal focus on constant improvement and progress on objectives. This strategy gives operational leaders guidance on what should be prioritized and an understanding of what constitutes success. The strategic planning process provides decision makers with the information they require, input and policy guidance for the law enforcement agency and a multi-year application of funding strategies. It also allows the law enforcement agency to focus its efforts in the context of the defined mission and policy priorities, creating a culture of ownership and accountability.

Guide Section 3: The Strategic Planning Process

Although there are various formats utilized in strategic planning, it is generally recommended that the following phases be addressed. The following recommendations are based on the values, vision, and mission of the organization. These should be defined first because the

roadmap that will develop from the planning process should orient toward the furtherance of these principles. Once the values, vision and mission of the organization are appropriately defined, the goals, objectives and strategies that are adopted should facilitate and further those principles. The actual planning process might follow a pattern such as the following:

1. Community/Organizational Surveys – A fundamental piece of information that is needed to accurately plan is to determine what the community needs and desires. There are several ways to accomplish this from an internally developed survey instrument that is distributed by the Department itself up to and including hiring a consultant to develop and administer the survey. The International Association of Chiefs of Police (IACP) has several examples of community surveys available on their website for review. There are also means by which an “on-line” survey can be crafted and utilized through resources such as SurveyMonkey (www.surveymonkey.com). Many colleges and universities have survey centers that can assist as well. It may also be prudent to seek information internally. Department personnel will likely share valuable information when asked, especially regarding real workload concerns and observations related to operational realities. This information may be gathered more informally than might be from outside sources but it is likely just as critical to know the views from job incumbents.
2. Situational Assessment – To begin the planning process, the organization should determine its current situation and status. This is accomplished through the gathering of workload statistics, performance measures and other information indicating what is currently being accomplished as well as what shortcomings and areas for improvement might be identified. This also includes the analysis of data to determine what goals for improvement and progress might be the result. This may also include a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis to articulate foundational basis for progress and the environmental realities that will affect the development of a useable plan. Examples of each category for the SWOT analysis might be:
 - a. Strengths – Quality staff, policies, and practices. Good community relations and support, etc.
 - b. Weaknesses – Maintaining staffing levels, insufficient expertise in some developing technological areas, inadequate salary structures, etc.
 - c. Opportunities – Development of leadership team and culture, improvement or additions to organizational programs, utilization of technology advancements to aid in efficiency and effectiveness to mission, etc.
 - d. Threats – Economic condition, funding challenges, declining applicant pool, etc.



Example from Salt Lake City PD Strategic Plan 2017

STRENGTHS:	WEAKNESSES:
<ul style="list-style-type: none"> • Leadership is receptive to feedback and change. • SLCPD has higher pay, better training, better tactics and more opportunities for specialized assignments and movement than other regional departments. • SLCPD has good equipment (except for Fleet). • Employees feel that the Department leads in areas of Outreach/Community Collaboration, Community Policing, CompStat (Intelligence Led Policing) and Media relations. • Employees feel the department is professional, has a good reputation, is compassionate, progressive and embraces technology. 	<ul style="list-style-type: none"> • Intra-Department Communication. • Understaffed Sworn staffing. • Understaffed Civilian staffing. • Lack of effective supervisor/leadership training • Outdated and lacking policies and procedures • Current technology systems under performing. • Very young command staff. • Cultural disconnect between SLCPD and Community.

OPPORTUNITIES:	THREATS:
<ul style="list-style-type: none"> • Community Education/Engagement. • Enhance community partnerships. • Take back control over Dispatch. • Expand Public Service Announcements and the use of Social Media. 	<ul style="list-style-type: none"> • Increasing calls for service. • Shrinking applicant pool. • Increase in residential population and daytime service population. • Natural or manmade disasters. • Lack of jail space. • Changes to retirement system. • Low quality of dispatch/community interaction. • Outdated and old, failing fleet.

3. Planning Meetings with Stakeholders – Both internal and external stakeholders can provide insight and information that will be helpful in setting priorities, especially once information becomes available from surveys and the situational assessment.
4. Determining Goals/Objectives – Whereas the situational assessment reveals current realities, this phase considers future aspirations. This is in the form of measurable and definable goals to move the organization forward over time to develop competencies and accomplish needed improvements. It should be noted that these are attainable aspirations and not so extreme as to be considered unreasonable or impossible to implement. Real world limitations may temper these goals, but the emphasis is on progress toward improvements and enhancements.

5. The Plan: Strategies for Success – This phase determines the order and magnitude of work. If the Situational Assessment phase defines the “Why” and the Determining Goals phase defines the “What”, this phase defines the “How” in the process. The priority of work and methodologies of implementation are included in this phase. This is the action plan.

Each aspect of the organization could be addressed separately in the plan but in the context of the overall organization’s mission. Patrol Operations may have specific goals that are developed different from those of the Criminal Investigations Division, but they should function in concert to further the overall mission of the agency.

Guide Section 4: Writing Goals and Objectives

Goals and objectives are the way in which progress and process are defined. To activate a strategy, measurable goals and objectives are developed to serve as guideposts to direct progress. For goals and objectives to serve that purpose, they should use understandable language that unifies all involved individuals in their efforts.

To provide a good background and understanding for objective writing, consider how objectives are written in other contexts. Objectives written in the field of formal education differ somewhat from planning processes in that educational objectives follow the “ABCD” guideline. According to this guideline, they are written to address the following four components:

A = Audience. To whom the objective is written, normally a student or attendee.

B = Behavior. What is to be expected of the student, an action verb.

C = Condition. The environment in which the student be expected to complete the defined action.

D = Degree. The level to which the student will perform the defined action.

An example of an educational objective might be:

“At the conclusion of this lesson, the STUDENT (Audience) will LIST (Behavior) in WRITING (Condition) FOUR OF FIVE (Degree) key characteristics of effective leadership as defined by the instructor”.

Objectives written for personnel management purposes also follow a similar pattern. An example of an objective found in an Employee Development Plan might be:

“The EMPLOYEE (Audience) will ATTEND (Behavior) an approved professional TRAINING PROGRAM (Condition) designed to equip the employee with information useful in developing the prescribed skill, COMPLETING and GRADUATING (Degree) from that program with passing qualification scores”.

An objective written for a planning purpose essentially contains essentially the same components, but some are inferred. The “Audience” is the organization itself, through the relevant personnel who might be handling the specific topical area. The “Behavior” is the work that is to be done. The “Condition” is essentially the manner in which the work will be accomplished, and the “Degree” may be a specific number of things to be accomplished in the prescribed timeline or a more general emphasis on improvement or enhancement.

In a planning context, a “goal” is normally considered to be a broad statement that identifies general areas to be addressed while an “objective” is more specific and includes stated expectations and/or outcomes. A “goal” tends to be more strategic while an “objective” contains specific actions to be accomplished. Some agencies use different terminologies, but the principle is usually present. For example, goals state broad expectations such as:

1. Improve Community Trust.
2. Maximize Patrol Efficiency.
3. Enhance Employee Wellness and Job Satisfaction.

Examples of Goals from the Bell County Communications Center:

- 1. Staffing** – Acquire and maintain the right sized, competent, and adequately trained staff to provide quality services.
- 2. Technology** – Maintain the correct balance in the improvement of technological systems between the progression of system capabilities and the limiting of unnecessary change to maximize user competence and confidence in those systems.
- 3. Procedures** – Achieve and maintain the most efficient possible procedures to handle the transfer of communications and dispatch events in the timeliest possible way.
- 4. Facilities** – Provide for facility resources that enhance the operations of the Center.

“Objectives” enable the accomplishment of stated goals. Therefore, they articulate specific means to accomplish goals. For example, as relating to the goal, “improve community trust”, the following objectives might enable the accomplishment of that goal:

1. Expand existing City Police Academy offerings to include at least one special session for younger attendees per year.
2. Organize at least two community or neighborhood meetings to introduce staff, address concerns and identify strategies relevant to specific community concerns.
3. Analyze current victim assistance programs and relevant policies to improve interactions with crime victims from the earliest possible opportunities, including initial contacts by Patrol and sustained interactions with CID.

For objectives to be effective, they should be clear, measurable, achievable, and relevant. Ultimately, the subsequent action plan should provide for a defined timeline and accountability measures.

1. Clear. Wordage should be unambiguous and easy to understand. Confusion will create failure because those responsible for accomplishing the tasks will have difficulty understanding the path to successful completion of the objective.
2. Measurable. One must know how much is enough. Those charged with implementing the action plan must be able to understand the finish line. Performance may be measured in several ways, but the objective should clarify what constitutes success. The measurement may be related to quality, quantity, effectiveness, efficiency, or community satisfaction but a performance metric should be related to the successful completion of the objective. Sometimes the focus is on improvement. Even if a general improvement is desired, some process to measure that improvement should be present.
 - a. Appropriate – “...a 10 percent decrease in assaults in the city”.
 - b. Inappropriate – “...a lessening in the citizens’ concerns about assaults in the city”.

Citizens’ “concerns” are relevant and important, but they are subjective and difficult to quantify. Crime rates are easily quantifiable. Crime rates and citizens’ fears are two different and distinct issues. Both deserve attention but are measured differently.

3. Achievable. Set outcomes to be reasonable considering the work to be done and the time allotted for completion. Avoid perfection as a standard because to do so would ignore progress short of perfection. Be cautious about setting parameters that are outside the organization’s control.
4. Relevant. Objectives should be directly tied to the overall goals of the organization and should not require performance outside the agency’s control. Objectives should be related to the agency’s mission and should not attempt to require performance outside the organization by those not bound by the plan.

Notice that goals and objectives should interrelate and align with the values and mission of the organization. It is also important to note that the information gathered could reveal a need for modification and update to mission statements and established divisional goals. The following examples of objectives show specific actions associated with the broad goals that develop.

Examples of Objectives from the Bell County Communications Center:

<i>Objective</i>	<i>Related Goal(s)</i>	<i>Priority</i>	<i>Budget Impact</i>
a. Increase staffing levels to insure the appropriate focus on detail, the needs of the field units and the separation of the call-taker function when possible.	1, 3	A	High
b. Continue to improve the quality of the digital map by streamlining the exchange of map data, insuring its quality and accuracy.	2, 3	A	Med
c. Improve the quality of the mobile data function and make steps toward mobile field reporting.	2, 3	A	Med
d. Develop an integrated Fire RMS system to serve the needs of Fire/EMS agencies.	2, 3	A	High
e. Provide for a functional and reliable Fire paging system.	2, 3	A	High
f. Evaluate the Center salary levels to facilitate the retention of qualified employees.	1	B	Low
g. Provide for the improvement of statistical analysis capabilities to allow for a more comprehensive review of Center and member agency performance.	2, 3	B	Low
h. Evaluate the administrative staffing levels of the center and provide for additional support as required.	1, 3	C	Low

Guide Section 5: Progress on Plan

A plan should have an action component. Benchmarks or milestones along with an order of work will allow the organization to move toward success. There are many ways to accomplish this, including timelines of work aligned with desired benchmarks or milestones. These are essentially performance metrics that identify measurable progress toward the fulfillment of stated goals. A specific time for evaluation of objectives should be identified in the plan.

Responsibility for the accomplishment of certain aspects of the plan should be assigned to competent parts of the organization. If it is everyone’s responsibility, it is essentially no one’s responsibility. The objectives that are primarily relevant to a certain part of the organization should be assigned to that part for completion.

Example from the 2021-23 Phoenix Police Department Strategic Plan:

EMPLOYEE EXCELLENCE

GOALS	EVALUATION	TIMEFRAME	ASSIGNED TO
3 Implement training to expand foundational learning principles for sworn and civilian employees in order to better serve the community	Provide training report to Executive Staff	Annual	Training Bureau
4 Explore and implement best practices to attract top candidates and increase recruitment to meet department needs	Provide report to Executive Staff quarterly of new applicant numbers	Quarterly	Employment Services Bureau

Example from the Los Angeles Police Department Strategic Plan 2021-2023:

GOAL 6 MAXIMIZE WORKFORCE POTENTIAL

Initiative A: Strengthen Recruitment Efforts to Increase Diversity Among Ranks

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Identify organizational recruitment needs to attract high-caliber candidates.	<ul style="list-style-type: none"> Initiate study and use internal and external resources to develop recruitment strategies. 	<ul style="list-style-type: none"> Implement strategies to ensure diversity recruitment. 	OSS
2. Engage candidates already in the hiring process.	<ul style="list-style-type: none"> Maintain communication between recruiters and candidates to preserve interest during the hiring process. 	<ul style="list-style-type: none"> Continue constant communication with candidates on their hiring process/status. 	OSS
3. Expand hiring of female police officers.	<ul style="list-style-type: none"> Hiring efforts for female police officers to attain 45% representation of all new recruits. 	<ul style="list-style-type: none"> Increase female police officer hiring to 50% of all new recruits. 	OSS
4. Expand hiring of African-American police officers.	<ul style="list-style-type: none"> Hiring efforts for African-American police officers to maintain a 22% representation of all new recruits. 	<ul style="list-style-type: none"> Increase African-American police officer hiring to 24% of all new recruits. 	OSS
5. Expand hiring of Asian-American Pacific Islander (AAPI) police officers.	<ul style="list-style-type: none"> Hiring efforts for AAPI police officers to attain 10% representation of all new recruits. 	<ul style="list-style-type: none"> Increase AAPI police officer hiring to 12% of all new recruits. 	OSS

Guide Section 6: Performance Metrics

Performance can be measured several ways and the agency can define acceptable levels according to its own priorities. External stakeholders may have input regarding desired accomplishments and those should be prioritized.

Example from the Ashland, Oregon Police Department:

ASHLAND POLICE DEPARTMENT 2018-2023 STRATEGIC PLAN

**Non-Mandated Services Not Currently Offered
as Prioritized by the External Group**

The external stakeholders were asked to identify a list of non-mandated services that the police department could offer, but presently does not. They were then asked to prioritize the services using dot voting. If an item is underlined it is included in the list of objectives.

Rank	Title	Score	Description
1	<u>Hire a mental health professional</u>	97	<u>Hire and embed a mental health crisis worker to work with members of the community and lessen police need.</u>
2	<u>Hire more police officers</u>	92	<u>Hire additional police officers to better staff each team and re-engage the SRO program.</u>
3	<u>Holistic career planning</u>	34	<u>Establish and maintain a system of ensuring members of the police team have the training and emotional support they need to ensure they can succeed in a healthy manner and advance their careers.</u>
4	<u>Establish a new EOC</u>	30	<u>Establish an emergency operations center that is likely to withstand a major incident.</u>
5	<u>Re-engage the SRO program</u>	26	<u>Re-establish a school resource officer program to best engage members of the youth community.</u>
6	<u>Re-engage regional partnerships</u>	22	<u>Currently the APD does not participate in any regional partnerships even though we often ask them for services.</u>
7	Establish homeless shelters	19	Establish a shelters for homeless community members to sleep.
8	<u>Citizens' academy</u>	17	<u>Set up and run a citizen's academy so members of the community can be exposed to a high level of police training and problems faced.</u>
9	<u>Improve labor law/due process knowledge</u>	11	<u>Labor law is constantly changing and the APD could benefit from a better plan to stay abreast of new trends.</u>
10	<u>Annual community policing program/partnership</u>	9	<u>Find a way to host an annual police/community program/partnership to foster relationship building and partnerships.</u>
11	Set up a needle exchange	6	Establish a needle exchange program for IV drug users.
12	Establish a reserve program	3	Create and maintain a reserve officer program.
13	Self defense/pepper spray training	1	Provide self defense training and pepper spray/OC training for self defense purposes to the community.
14	Wildlife training	1	Establish a training class to teach members of the community how to handle various wildlife/dog encounters in town.

In policing, an accurate assessment of performance is not so easily calculated. This is in part due to the complexity of the environment and varying perspectives on what makes a law enforcement agency effective. The number of things done by a law enforcement agency is important but also is whether those things are done effectively and efficiently. It is also important consider the community’s level of satisfaction with the Department. Consequently, it is beneficial to measure and assess not only what is done, but how well it is done. Some agencies have determined more than one metric is necessary to adequately evaluate organizational performance. The Carrollton, Texas Police Department has utilized four metrics when assessing the Department’s performance.

Example from the Carrollton, Texas Police Department 2006:

TYPES OF PERFORMANCE INDICATORS				
Section I: Organizational Scorecard				
Performance Indicator	Workload	Effectiveness	Efficiency	Customer Satisfaction
1. Part I UCR Crime Ratio to 1,000 population for Persons and Property Crimes	X			
Section II: Other Performance Indicators				
1013 Management Services Bureau				
Performance Indicator	Workload	Effectiveness	Efficiency	Customer Satisfaction
2. Number of Service Response Incidents	X			
3. Ratio of applicants hired to applicants taking exam			X	
4. Number of minority recruiting trips vs. total recruiting trips			X	
5. # of Crime Prevention Programs and # of Participants	X			
6. Number of scheduled Dispatch Overtime Hours	X			
7. Ratio of formal complaints per 1,000 Serv. Resp. Incidents				X
8. Ratio of commendations per 1,000 Serv. Resp. Incidents				X
9. # of Private Fingerprint Cards Printed & Total Revenue	X			
10. Average Hold Times for Priority 1 & 2 Calls			X	
11. Average Hold Times for All Calls Priorities 1 thru 9				

Guide Section 7: Plan Template

A plan may be relatively brief or more detailed depending on preference. It can be strictly narrative or more graphical to facilitate ease of reading. Visual enhancements such as pictures and graphs should be employed to clearly communicate the content of the plan and not merely to look attractive. The most readable and therefore actionable plans are usually balanced between narrative and graphical or pictorial content. Care should be taken to keep the plan as succinct as possible while still providing the intended information.



Strategic Plan Goals

Following the evaluation process, the following Strategic Plan Goals were identified:

- ▶ Optimizing on Technology
- ▶ Improving Quality of Life
- ▶ Succession Planning
- ▶ Emergency Preparedness & Crisis Readiness

POLICE DEPARTMENT



Mission Statement

The mission of the Burbank Police Department is to protect life and property, provide professional police services, and work in partnership with the community.

Core Values

- **Respect**
Protect the rights and dignity of all people as determined by the United States Constitution and the laws of the State of California
- **Integrity**
Commitment to ethical behavior and acceptance of individual responsibility and accountability for all our actions and decisions
- **Excellence**
Quality through continuous improvement.

POLICE DEPARTMENT



PROFESSIONAL DEVELOPMENT

Goal: Enhance employee professional development through training, job assignments, and advancement with zero backlog street effort.

With the implementation of Government Job Title Analysis and the resulting job classification and pay structure, the Department is committed to providing professional development and training opportunities for all employees. The Department will continue to invest in its employees through training, job assignments, and advancement opportunities. The Department will also continue to invest in its employees through training, job assignments, and advancement opportunities. The Department will also continue to invest in its employees through training, job assignments, and advancement opportunities.

Achieving our Future – SBP
Year 1 of 5
2021 - 2025

Goal 4: The San Marcos Police Department will have the trust and confidence of the community. The Department will protect the community's trust by preventing misconduct by the Department, avoiding and/or mitigating police incidents, and reducing the use of force to accomplish lawful objectives.

Objective	Time Frame	Budget Impact
1. Adopt Active Enforcement and Law Enforcement (ABLE) 2.2022	Short-term	Med
2. Certify a minimum of four train-the-trainers in ABLE through Georgetown Law University. <ul style="list-style-type: none"> a. Certified Officers (Dobkowski and Royal) in early July 2021 - 2021 b. Chief Stroudedge and Officer Benavides certified in late July 2021 - 7.2021 c. In-service training will begin in October and go through November 2021. 11.2021 d. All in-service classes must be completed, certifying all but two senior officers. 11.2021 e. Final classes offered March 22nd for the remaining seven and seven time 	Short-term	Low
3. Promote police and enforce cultural standards in support of ABLE. <ul style="list-style-type: none"> a. A formal mental health wellness and resiliency policy was completed, inclusive of the new mental health leave for peace officers as outlined in Government Code 614.015, 2.2022 	Short-term	Low
4. Formally establish a patrol coalition through monthly community patrol's liaisons. <ul style="list-style-type: none"> a. Chief Stroudedge attended a patrol meeting on June 17, 2021. Invited every third Thursday. 4.2021 b. Chief Stroudedge and Lacey Taylor attended a 10-week racial reconciliation study with local leaders. The study was based on the book 'So the Blood' 4.2021 	Short-term	Low
5. Provide grants to the Chiefs Advisory Panel (CAP) that will require annual strategy, research, and collaboration.	Short-term	Low



The content is more important than the visuals. Although there is no standard format for a strategic plan, it should make sense, be readable, and accurately describe the direction of the organization. The plan is intended to serve as a roadmap for progress and therefore should be understandable to the community served, government decision makers, agency command staff and the personnel of the organization. Notice examples in each section of this guide for clarification. The following is only a recommended template for formatting a plan.

A. Introduction

This may include a greeting, explanation of how the plan was developed, list of stakeholders, message from the Chief Executive or other message deemed appropriate. It need not be long but should set the tone for the content of the plan.

Example from the Phoenix Police Department

INTRODUCTION

Every two years, the Phoenix Police Department engages in a planning process to identify our top priorities, define our vision for the next two years, and set the direction needed for us to realize that vision. The outcome of this recent undertaking is documented on the pages of our 2021-23 Strategic Plan, which we will use in the months ahead to keep us focused on achieving our vision.

This Strategic Plan builds on a number of successes we have achieved over the past few years, plus it incorporates key contributions from our employees and the community that will continue to advance our organization. The Plan consists of five goals that are synonymous with the Department's long-standing guiding values:

- Protection & Prevention
- Responsibility & Respect
- Integrity & Ideals
- Dedication to Duty
- Employee Excellence

Referred to as PRIDE, these values define the highest standards of conduct and professionalism required in law enforcement that our employees have identified with for many years. The following pages highlight each of our goals along with their supporting objectives and key actions that will guide us on our quest to enhance community confidence, build trust, improve safety in our City and support the dedicated men and women of this Department.

Our Strategic Plan is a flexible, working document that will be reviewed and modified as needed to ensure our Department continues to meet the public safety needs of our City. Throughout the life of this Plan, we will continually monitor and assess our progress and utilize feedback from the community to ensure we remain on track to achieve our goals. We look forward to working in partnership with our community and key stakeholders so together we can ensure Phoenix remains a safe and vibrant city.

B. Executive Summary

The section provides a quick overview of the plan’s contents summarizing the main points that are detailed later. It should be no longer than one page if possible.

Example from the Houston Police Department

EXECUTIVE SUMMARY

The Strategic Plan lays out robust objectives that will move HPD forward to becoming a stronger, more effective and more transparent Department. The Strategic Plan evaluates where HPD is today, and where it plans to go in order for HPD to continue to move forward. The Strategic Plan is focused on the following core strategies:

- **Public Safety**
- **Community Trust**
- **Professional Development**
- **Operational Excellence**
- **Productivity**

This Plan is designed to provide HPD members and the City we serve a shared vision and roadmap for our future.

As an organization, we want to continue to be **Transparent**, **Respecting** our citizens, **Engaging** our community, build **Emotional Capital**, be **Accountable**, and build **Trust**.

As we implement this plan, we will continuously measure progress and evaluate outcomes to ensure we are meeting our goals.



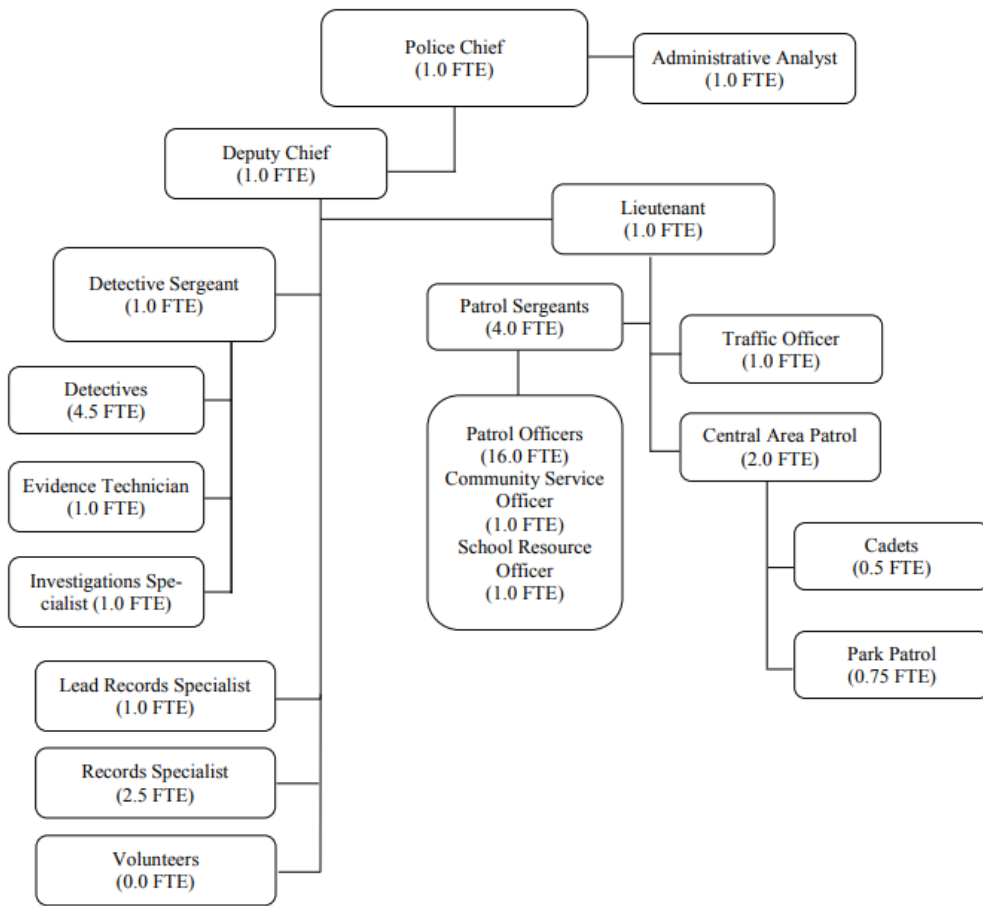
C. Organizational Overview/History

This is certainly optional, but many times readers are interested in the organization’s structure, workload, history, command staff, or other relevant topics.

Examples from Ashland, Oregon Police Department

ASHLAND POLICE DEPARTMENT 2018-2023 STRATEGIC PLAN

Department Organizational Chart



APD currently has an authorized strength of 41.25 FTE

ASHLAND POLICE DEPARTMENT 2018-2023 STRATEGIC PLAN

Police Department Divisions

The police department is divided into three divisions. While there is some overlap of duties, and while each division strives for a common goal, each has specific areas of responsibility within the department. The command staff of the department is comprised of the chief, deputy chief and lieutenant.

Administration

The administration division consists of the police chief and an administrative analyst. This division oversees the department in general, and is responsible for developing and administering the department budget, purchasing, hiring, expenditure tracking, payroll, and accreditation.

Support

The support division is overseen by the deputy police chief. The support division attends to records, detectives, and volunteers. Within this division, the records team is responsible for processing all police reports and citations, and ensuring that each reaches its appropriate destination. The records team is also responsible for ensuring that our daily activity logs are available to anyone who wishes to see them, as well as processing records requests and records retention.

The investigations team (detectives) are also part of the support division. The detectives are responsible

for investigating more serious felonies. Within the detective unit is a new team, the problem solving unit, or PSU. The PSU is comprised of two detectives who offer the most agile response possible to acute problems as they arise. The PSU helps bridge the gap between a patrol officer's immediate response to a complaint and a traditional detective unit that handles more long-term investigations.



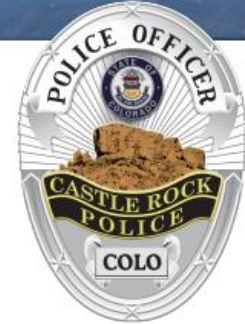
The PSU gives the APD the ability to more quickly address problem areas by using a combination of plain clothes/uniform and marked/unmarked cars in whatever configuration the situation requires. The unit was formed in April of 2017 and has, as of the end of 2017, handled dozens of cases, served dozens of search warrants, and recovered tens of thousands of dollars' worth of stolen property and illegal substances.

Also in the support division are the property and evidence tech, the investigations analyst, and the Volunteers in Police Service (VIPS) corps. The property and evidence tech is responsible for safeguarding and tracking all property that comes into the possession of the police department, whether it is for safekeeping or evidence of a crime. Our investigations analyst assists with research on suspects and crimes, preparing informational and investigative bulletins.

D. Values, Mission and Goals

Here the underlying principles for the plan are articulated. This defines the overall context of the plan and the developed overarching goals are identified.

Examples from Castle Rock, Colorado Police Department



MISSION

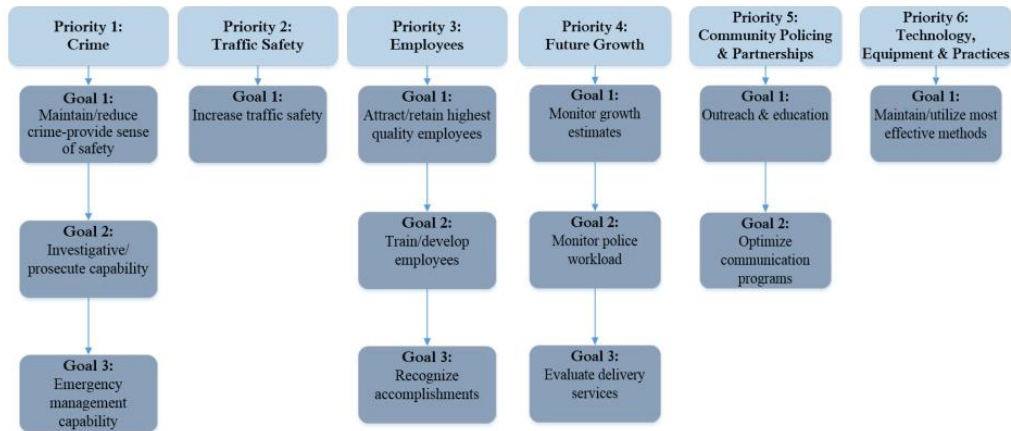
The Castle Rock Police Department is dedicated to excellence through community safety, innovation, and public trust. Our goal is to provide for the safety and welfare of both the citizens and visitors of the Town of Castle Rock utilizing effective community-policing philosophies, including crime prevention, traffic enforcement, criminal investigation, crime analysis and community involvement.

VISION

To serve people one-by-one so together we can create environments that are safe and secure and where people can thrive.

Priorities & Goals

2019-2023 Strategic Priorities and Goals



E. Objectives, Timelines, Priorities, Assignments, Measurements, etc.

The specific objectives are listed here, along with any workflow expectations included in the plan. Many agencies find that a matrix is best used here. Usually arranged by each goal or operational Division, the objective is listed with specific strategies, milestones, priorities, and assignment of responsibilities. There also may be reference to fiscal impacts if desired.

Example from the San Marcos, Texas Police Department

Goal B: Fully review Part 1 index crimes and identify a crime reduction plan with multi-layered strategies that focuses on violent and property crimes.

Objective	Time Frame	Budget Impact
1. Develop, <u>train</u> and fully use SmartForce to disseminate real-time intelligence information, with expectation that daily briefings fully use the system. <ul style="list-style-type: none"> a. Roll call briefing in SmartForce was developed and is now being fully utilized. 6.2021 b. The Department is seeking Covid and grant funds to continue funding SmartForce through all of 2023. 	Short-term	High
2. Fully implement LEADRS program and increase DWI awareness in the community and within the Department.	Mid-term	Low
3. Work with stakeholders to promote a No-Wreck Wednesday, with emphasis on crash prevention. <ul style="list-style-type: none"> a. This is being planned to be in conjunction with the re-launch of the Department’s Traffic Unit March 5, 2022. 	Mid-term	Low
4. Reduce domestic violence by addressing policy, case assignment and prosecution. Work with Patrol Supervisors to	Short-term	Med

Example from the Los Angeles, California Police Department

GOAL 1 PROTECT LOS ANGELES

Initiative A: Reduce Crime and Victimization

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Seek national best practices for crime reduction strategies.	• Seek new technology to disseminate real-time crime data to patrol officers.	• Begin system implementation to share real-time mapping/information.	OO
	• Assess the Project Safe Neighborhood plans for Southeast and 77th Areas to address violence reduction strategies specific to each Area's individual circumstances, resources and crime drivers.	• Modify as needed and expand if applicable.	OO
	• Pursue grant opportunities related to reducing gun violence and hate crimes against Asian Pacific Islanders.	• Continue seeking grants to reduce violent crime.	OCP
2. Explore Part I crime reduction methods.	• Establish Area level goals to reduce disparities in who is stopped, who is removed from a vehicle, who is searched and outcomes derived from a stop.	• Measure effectiveness of created goals and generate new goals as needed.	OO
3. Reduce gang violence through crime intelligence.	• Use Gang and Narcotics Division to facilitate gang awareness training for Metro and Gang Enforcement Details (GED).	• Evaluate training and adjust as necessary.	OSO
4. Reduce gang violence by further training GED officers.	• Partner with the Gang Reduction and Youth Development (GRYD) program to train GED officers on Gang Interventionist functions.	• Identify successful use of Gang Interventionist strategies and share amongst all divisions to establish standardized practices.	OSO
5. Further youth diversion by promoting Department awareness and use of Juvenile Arrest Diversion Program (JADP).	• Encourage JADP training in each geographic area and refine internal systems to track juvenile diversions and rationale for non-diversions.	• Evaluate JADP program based on number of referrals and non-diversions.	OSO
	• Encourage GRYD JADP as a supplement and alternative to the Centinela Youth Services Model.	• Assess the benefits of reduced recidivism of juveniles who completed the JADP program.	OSO

Example from the Sequim, Washington Police Department

COMMUNITY POLICING

Goal: Continue to develop collaborative community policing relationships with the public we serve and partnerships with other law enforcement agencies.

Objective 1: Develop and Implement a City wide Neighborhood plan as directed by City Council.

- Participate in the City wide effort to develop a Neighborhoods plan to be adopted by the City Council.
- Participate in a partnership event with Habitat for Humanity in 2018
- Implement plan components within Police Operations as called out for in the plan
- Identify and allocate Police Department resources to adequately achieve applicable Neighborhood plans goals

Objective 2: Collaborate with regional partners on programs and outreach efforts regarding community issues surrounding problems of Homelessness, Mental Illness and Addiction.

- Partner with Peninsula Behavioral Health in the rollout of a grant funded program to provide regional case managers to integrate wrap around services to at risk parties with needs such as housing, mental health services and addiction treatment
- Comply with Washington State Crisis Intervention Team (CIT) RCW training requirements
- Integrate CIT team/collaboration concepts into policy, procedure, and regional partnership relationships and interactions

Objective 3: Continue to partner and collaborate with Olympic Peninsula law enforcement agencies by participating in the Olympic Peninsula Narcotics enforcement Team (OPNET) and Major Investigative Response Team (MIRT). For SPD to maintain a trained team, dedicate the resources, and fund a specialized unit to investigate major crimes and drug offenses is not cost effective. Contributing trained personnel to a regional team serving city and county jurisdictions, results in a greater economies of force and scale.

- Rotate OPNET assignment effective January 1, 2019

Objective 4: Continue our partnership with the Sequim School District via the continued deployment of a School Resource Officer (SRO) on School District campuses within the City Limits.

- Rotate SRO assignment effective 2018/19 school year

Example from the Burbank, California Police Department



QUALITY OF LIFE IMPROVEMENT
Objective 1 - Improving Quality of Life for Residents

Initiative: Mental Health Evaluation Team Services

Enhance the Mental Health Evaluation Team's services with additional resources to expand coverage in addressing mental health and homelessness issues.



Assessment Strategies

- Identify gaps in existing provision of mental health services and implement methods to enhance services.
- Expand partnership with the Los Angeles County Department of Mental Health.

Initiative: Community Traffic Concerns

Identify traffic mitigation strategies to resolve community traffic concerns and complaints.



Assessment Strategies

- Reduction in injury traffic collisions.
- Reduction in community traffic complaints.



Example from Castle Rock, Colorado Police Department

Goal 1: Attract and retain the highest quality employees

We will utilize the following strategies:

Success will be measured by:

Strategy 3.1.1: Utilize a recruitment team reflecting the qualities and characteristics we desire of department employees.

Strategy 3.1.2: Work with Human Resources to maintain market competitiveness with regard to compensation and benefits.

Strategy 3.1.3: Maintain or increase staffing levels to meet levels of service.

Strategy 3.1.4: Increase candidate pool by providing Colorado Peace Officer Standards and Training (POST) certification opportunities through partnership with the Highlands Ranch Law Enforcement Training Academy.

Strategy 3.1.5: Maintain a healthy organizational culture and positive workplace environment.

Strategy 3.1.6: Implement comprehensive wellness programming.

Annual employee feedback
Solicit annual employee feedback.

Staffing levels
Maintain staffing levels at no less than 100 percent of authorized strength.

Peer Support/eFit
Maintain employee programs that focus on emotional, physical, mental, and financial wellness.



Academy graduation - Officer A. LaPorte

F. Conclusions, Acknowledgements

This section can be used however the organization determines. Those who are involved in the writing of the plan or the stakeholders who participated can be recognized here.

Guide Section 8: Conclusion

It is important to reaffirm that a strategic plan can be customized however the agency prefers. However, to be a true plan, it must include goals, objectives, and mechanisms to achieve those goals. The plan can and should serve as a baseline for determining not only the performance of the organization but also for the performance of individual members of the organization. Individual performance evaluations should reflect the efforts of employees to further the organizational goals.

A strategic plan should serve as a “living” document that is to be reviewed and updated annually. This review should occur shortly after the adoption of the Agency budget and before the preliminary steps in budget development for the upcoming year.

This guide was developed to provide a resource to law enforcement agencies in their efforts to create useful strategic plans. Please feel free to communicate with the Texas Police Chiefs Association, or the author of this guide if either can be of assistance.

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