

# **City of Casa Grande Police Department**



**Strategic Plan**  
**Fiscal Years 2011/12 – 2015/16**

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Strategic Plan  
Fiscal Years 2011/12 – 2015/16**

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## Message from the Police Chief

As Chief of Police, I am pleased to introduce our Department's 2011/12 to 2015/16 Strategic Plan. This Strategic Plan was developed to define and manage the future direction of the Casa Grande Police Department for the next 5 years. In preparation for the creation of the Strategic Plan, the Department initiated a thorough and critical analysis of its current operations performed by the International City/County Management (ICMA) Center for Public Safety Management. This analysis helped us identify insights and opportunities critical to positioning the department to meet both, the changing and ever emerging challenges, trends, and best practices in policing, and the unique service demands of our rapidly growing community, in a highly professional, proactive and cost-effective manner.

Our Mission and Vision Statements give clear expectations of the service quality and levels demanded of the Department. We may not control the future availability of revenues, but we can and must be flexible and imaginative in our ability to adapt to the service expectations of our residents. Our goals are designed to meet these expectations over the next five years; the accompanying objectives are clearly defined accomplishments to be achieved during the next two years in pursuit of our mission, vision and goals. The two-year planning cycle enables us to review and update this plan continuously to meet the changing needs of the Casa Grande Community.

This plan is designed to follow an already strong foundation that has been built over the years between the Department and the Citizens of Casa Grande following a Community Policing philosophy. Community policing involves both a responsive enforcement capacity and establishing proactive partnerships and strategies essential to reducing the negative impacts criminal activities have on our daily lives. Through these partnerships and the following goals and objectives, we will provide Casa Grande with excellent law enforcement services.

Sincerely,



Robert Huddleston  
Chief of Police

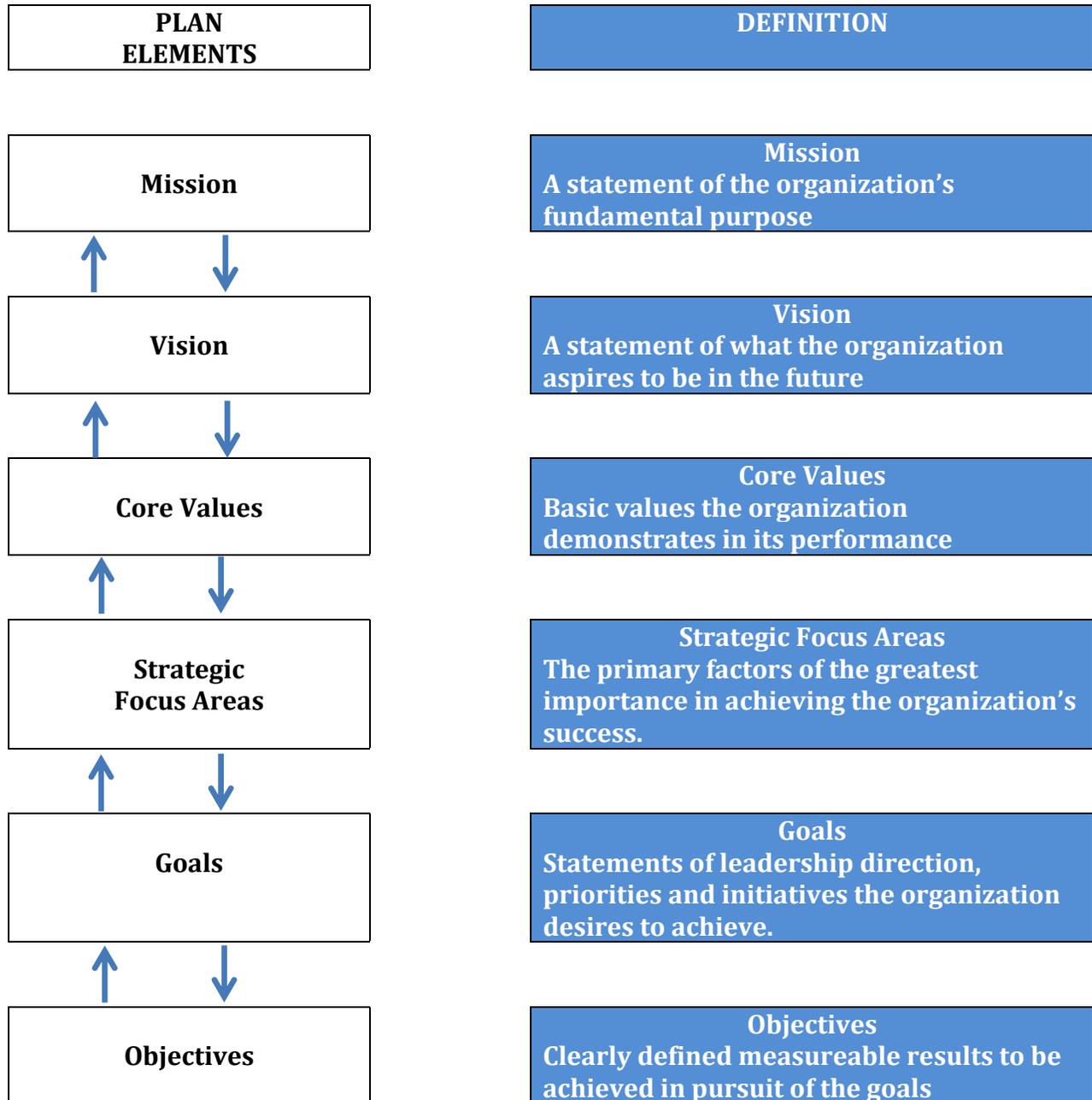
## **The Strategic Planning Process**

The Strategic Plan is a leadership document in which the Department communicates its mission, vision for the future, and well-defined goals, and performance objectives to accomplish these goals. The Strategic Plan is a 5-year flexible roadmap that guides the Department toward the future it plans to pursue in its continuing commitment to deliver superior performance, the effective allocation of resources, and excellence in law enforcement services to the Casa Grande community.

The Strategic Planning process involved the participation of 40 Department personnel representing command personnel, sergeants, corporals, detectives, officers, civilian staff members, and members of the Police Advisory Board. A list of the participants is included on pages 12-13 of this document.

The Strategic Plan is a “living document” that is reviewed annually and updated at least biannually to ensure the goals and performance objectives are kept current and aligned to the changing needs and expectations of the Community.

## The Strategic Plan Elements are:



## **Mission Statement:**

*“The mission of the Casa Grande Police Department is to protect, serve, and sustain supporting partnerships with the community.”*

## **Vision Statement:**

*“The Casa Grande Police Department is a leading, progressive, and unified agency of highly trained professionals who inspire excellence within law enforcement and partner with all people to protect, serve, and create a safe community.”*

## **Core Values:**

### ***Professionalism***

*We value the diversity of all people in our community and will serve with equal dedication, respect, fairness and compassion. We pledge to protect and serve and are guided by an internal sense of pride and morality.*

### ***Responsibility***

*We hold ourselves accountable for our individual and Departmental actions. We value the trust and confidence of our community and believe in treating all people with respect and dignity.*

### ***Integrity***

*We commit ourselves to elevated standards of trust, responsibility, and discipline while promoting justice in a fair and impartial manner. We value our integrity and strive for personal and professional excellence.*

### ***Determination***

*We are dedicated to the organization, each other, our families and the citizens we serve. We maintain an unquestionable work ethic and strive to be the best at all we do.*

### ***Ethics***

*We strive to maintain a personal and professional set of moral principles that guide our behavior. We embrace our responsibilities and expect to be held accountable for our actions.*

## **Strategic Focus Areas**

Strategic Focus Areas define the factors of greatest importance to the ultimate quality of the Department's performance in achieving its mission and vision and in determining where resources, both time and money, need to be allocated and spent. The list of the strategic focus areas does not imply prioritization but recognizes that all the items contribute concurrently to the success of the Department.

- **Reduction in crime and increase in traffic safety**
- **Increased departmental productivity and proactive performance**
- **Highly effective communications and organizational alignment**
- **Innovative use of technology, facilities and organizational elements**
- **Exemplary recruitment, selection and retention of human resources**
- **Enhanced training and organizational development.**

## **5-Year Strategic Goals and 2-Year Performance Objectives**

The Department's goals define the strategic direction, priorities and initiatives the organization desires to achieve during the next 5 years. The performance objectives are derived from and support achievement of the goals through clearly-defined management actions that produce measureable results. These objectives which are reviewed annually and updated at least every two years form the basis for budgets and work planning.

***Goal: Maintain the highest standards in the recruitment, selection, and retention of police department personnel.***

### **Objectives:**

- Review and update department specific hiring practices, standards, and recruitment.
- Review and update current job descriptions.
- Review and update internal performance based award and recognition program.

***Goal: Develop a professional management system encompassing career and staff development, empowerment, and recognition.***

### **Objectives:**

- Evaluate and define technical core of each position.
- Complete an organizational structure analysis.
- Establish trigger points for organization restructuring, additional personnel (current and future), and creation of additional specialty units.
- Establish specific job performance evaluation addendum for civilian and sworn personnel.

***Goal: Establish clearly defined standards and benchmarks within a structured training and career advancement program.***

**Objectives:**

- Establish career development program that includes individual employee career paths, benchmarks, and defined time frames for when certain training criteria must be met.
- Restructure in-house training program.
- Increase and expand the focus and application of the Leadership in Police Organization (LPO) or similar programs.

***Goal: Provide secure, dependable, and interoperable public safety communications system.***

**Objectives:**

- Create “Systems Analyst” position and fill the position.
- Complete a comprehensive communications study.

***Goal: Optimize the effectiveness of departmental operations through the acquisition and application of current and emerging technologies.***

**Objectives:**

- Develop comprehensive training program for the application of current and emerging technology.
- Seek additional alternative funding to acquire emerging technology.

***Goal: Promote the timely development, acquisition, and maintenance of police department physical resources.***

**Objectives**

- Identify staff person to maintain a centralized accountable inventory of police department physical resources.
- Develop an internal facility management system for the centralized accounting, tracking, and maintenance of all the
- Department’s existing physical resources.
- Seek additional alternative funding to acquire physical resources.

***Goal: Community Partnerships: Maintain and foster mutually beneficial partnerships designed to increase public safety and to enhance the quality of life in the community.***

**Objectives:**

- Increase citizen volunteer programs.
- Increase crime prevention programs.

***Goal: Professional Partnerships: Enhance our cooperative public safety partnerships to maximize the use of resources and intelligence.***

**Objective:**

- Maintain existing and establish new partnerships or liaison contacts with public safety agencies.

***Goal: Increase sworn and civilian personnel productivity***

**Objectives:**

- Increase CID clearance rates.
- Increase patrol proactive activities.
- Reduce traffic collisions.
- Develop and implement criteria for alternative responses to calls for service.
- Identify areas where civilian personnel can assume certain responsibilities currently assigned to sworn personnel. (Civilianization)

***Goal: Identify and utilize tools and resources to track and reduce incidents impacting the community.***

**Objective:**

- Hire a crime analyst and obtain the necessary resources essential to furthering the implementation of CompSTAT.

***Goal: Develop and maintain an effective internal information sharing system.***

**Objectives:**

- Strengthen real-time communication at all levels within the Department.
- Establish a culture that fosters information sharing and knowledge.

## **Acknowledgements:**

### **Casa Grande Police Department**

The Department expresses its appreciation to the individuals who provided their input and invaluable contributions to the creation of the Strategic Plan and also to the entire staff of the Casa Grande Police Department for their dedication and professionalism in service to our community.

### **Strategic Planning Participants**

<b>NAME</b>	<b>POSITION/TITLE</b>
<b>Thomas Anderson</b>	<b>Crime Prevention Officer</b>
<b>Ed Barbour</b>	<b>Resident/Police Advisory Board Member</b>
<b>Carol Beauchamp</b>	<b>Public Safety Records Supervisor</b>
<b>David Beauchamp</b>	<b>Police Transport Officer</b>
<b>Michael Bejarano</b>	<b>Corporal</b>
<b>Mark Bonsall</b>	<b>Sergeant</b>
<b>Michael Bloomer</b>	<b>Detective</b>
<b>Michael Brasher</b>	<b>Public Safety Communication Manager</b>
<b>Scott Brown</b>	<b>Officer</b>
<b>Jeffery Cardita</b>	<b>Officer</b>
<b>Paul Chavez</b>	<b>Officer</b>
<b>Sheila Chavez</b>	<b>Alarms Coordinator</b>
<b>Bob Cornelius</b>	<b>Police Chaplain</b>
<b>Roxanne Cosillos</b>	<b>Public Safety Dispatcher</b>
<b>Galen Flynn</b>	<b>Sergeant</b>
<b>Al Grijalva</b>	<b>Sergeant</b>
<b>Kent Horn</b>	<b>Police Commander</b>
<b>Robert Huddleston</b>	<b>Chief of Police</b>
<b>Michael Keck</b>	<b>Police Commander</b>
<b>Paul Knauth</b>	<b>Resident/Police Department Volunteer</b>
<b>David Linehan</b>	<b>Detective</b>
<b>Francisco Lujan</b>	<b>Corporal</b>
<b>Paul Martinez</b>	<b>Officer</b>
<b>Natalie Mendoza</b>	<b>Officer</b>
<b>Paul Nolasco</b>	<b>Police ID Technician</b>
<b>Eric O'Dell</b>	<b>Detective</b>
<b>Daniel Ortiz-Hernandez</b>	<b>Management Analyst</b>
<b>Christopher Palmer</b>	<b>Corporal</b>
<b>Brian Ramirez</b>	<b>Sergeant</b>

**Jacob Robinson**  
**Alan Rockne**  
**Ramon Salinas**  
**Kim Schmitz**  
**Troy Schmitz**  
**Scott Sjerven**  
**John Tena**  
**Daniel Timmons**  
**Brian Walsh**  
**Reggie Winston**  
**Ray Zak**

**Officer**  
**Resident/Police Department Volunteer**  
**Detective**  
**Public Safety Clerk**  
**Detective**  
**Police Commander**  
**Sergeant**  
**Officer**  
**Officer**  
**Sergeant**  
**Resident/Police Advisory Board (Chairman)**

## **City of Casa Grande Police Department**

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