PUBLIC NOTICE
THE ELOY CITY COUNCIL
Meets
MONDAY, AUGUST 5, 2019
6:00 PM
ELOY CITY COUNCIL CHAMBERS
595 NORTH C STREET
ELOY, ARIZONA 85131
For a
WORK SESSION

AGENDA

I. Call to Order

II. Invocation

III. Pledge of Allegiance

IV. Roll Call

V. Business

A. Review and discussion of Police Department Strategic Plan, 2019 - 2024

VI. Adjournment

POSTED BY MONDAY, JULY 29, 2019, BY 5:00 P.M. AT ELOY CITY HALL, ELOY POST OFFICE, TROY THOMAS COMMUNITY CENTER, TOLTEC COMMUNITY/SENIOR CENTER AND CITY WEBSITE: www.eloyaz.gov

Mary Myers, CMC
City Clerk

INDIVIDUALS WITH SPECIAL ACCESSIBILITY NEEDS MAY CONTACT LORENA LaSALDE-RIOS, ADA COORDINATOR FOR THE CITY OF ELOY AT 520-466-9201 OR 520-466-7455 (TDD). IF POSSIBLE, SUCH REQUESTS SHOULD BE MADE 72 HOURS IN ADVANCE. ONE OR MORE MEMBERS OF THE COUNCIL AND/OR STAFF MAY PARTICIPATE BY TELEPHONIC OR VIDEO MEANS.

CITY OF ELOY
REQUEST FOR COUNCIL ACTION

Agenda Item: V.A.

Date: 8/5/2019

Date submitted: 7/26/2019 **Date requested:** 8/5/2019	**Action:** Other	**Subject: Review and discussion of Police Department Strategic Plan, 2019 - 2024**

TO: Mayor and City Council

FROM: Christopher Vasquez, Police Chief

RECOMMENDATION:
Council to receive a presentation on the Police Department Strategic Plan 2019 - 2024 for review and discussion.

DISCUSSION:
The Police Department has recently completed a five-year strategic plan which provides a blueprint to identify current and future Departmental challenges, and how the Department plans to respond to these challenges based upon anticipated resources. The strategic plan will assist management on evaluating police operations and service delivery, and provide goals and objectives for measuring future success.

The Police Chief will present the Mayor and Council with an overview of the Strategic Plan.

FISCAL IMPACT:

Approved as to Form:

Stephen R. Cooper, City Attorney

Eloy Police Department

Strategic Plan 2019-2024

Ideas for today and tomorrow

Purpose Statement

- A strategic plan is an organization's roadmap for the future. The success of any organization depends largely on its ability to adapt and respond to an ever-changing environment. In order to do this to any degree of success, an organization must make efforts to identify current and future challenges and anticipate necessary resources.
- This strategic plan will provide management with the structure it needs to evaluate current operations, plan for future problems and challenges, and identify appropriate responses to fulfill its mission of providing high quality police services to the Citizens of Eloy.

Strategic Planning Process & Committee

- The Eloy Police Department convened a committee of department members in order to complete its strategic plan. Our goal was to determine the needs of the police department over the next five years and more. The committee consisted of a lieutenant, patrol sergeant, detective, communications specialist, patrol officer, and patrol corporal. The committee members sought input from their colleagues throughout the process to ensure that everyone was given the opportunity to provide input.
- The committee conducted research and obtained information through public sources, other City of Eloy departments, and police department employees in an effort to prepare this final report. Each member of the committee reviewed the report before delivering it to the Chief of Police.

Committee Members

- Lieutenant Brian Jerome, Chairman
- Sergeant Violet Maestas
- Corporal Jeremy Sammons
- Officer David Crane
- Detective Roy Garrison
- Communications Specialist Carlos Gutierrez

Challenges

- If predicting the future were possible, organizational challenges would be almost non-existent. Problems would already have solutions put in place. Management would have the answer to every question ahead of time. Unfortunately, it is impossible to forecast the future. The best any organization can do is to make some assumptions about the future, based on prior experiences and events, and adjust course when those assumptions do not become reality. As such, the Strategic Planning Committee sought to identify potential internal and external challenges that the department may need to address over the next five years and beyond.

External Challenges

- Population
- A change to local population is a concern for any police department. It is important that the department be adequately staffed to serve the number of citizens in our city, and that the police department is well equipped to address the cultural concerns of our citizens.
- The Strategic Planning Committee made assumptions concerning population growth over the next five years and the effect it will have on planning. We based our assumptions on information found in the 2017 City of Eloy Comprehensive Annual Financial Report, information provided during discussions with the local private prisons, information provided during discussions with the Robson Ranch community, and information from other online publications.

Potential affect on Eloy's Population

- Increase in number of inmates at CoreCivic's four facilities
- Lucid Motors manufacturing plant at Eloy's border in Casa Grande
- Nikola Motor Company at Eloy's boarder in Coolidge
- Phoenix Mart in Casa Grande
- Dreamport Villages in Casa Grande

Economic and Budget Trends

- A change to the city's revenue is concerning because of the effect it can have on local budgeting operations. It is important that the department be adequately funded to serve our citizens.
- The Strategic Planning Committee sought to identify projects and/or events, which may affect the local economy in the next five years. Our research was aided by information found in the 2017 City of Eloy Comprehensive Annual Financial Report, information provided during discussions with city finance personnel, and information from other online publications.

The local economy has remained relatively flat along with local sales tax collections, and there are no expected large declines in revenue over the next five years.

Economic and Budget Trends

- There is a new truck stop in Eloy that is in the early build stages, and we expect it will open for business sometime in 2020. This truck stop is expected to have a relatively small impact on the city's economy as a whole because it is likely to capture much of the existing business from the other truck stops in the area.
- Other projects are occurring outside of the city limits, such as the Lucid Motors and the Nikola Motor Company manufacturing plants. If these projects come to fruition, not only will they bring new employment to our area, they are also likely to bring other new economic opportunities from associated businesses such as parts suppliers. This is a promising opportunity to grow our local economy.

Economic and Budget Trends

- The State of California is phasing out their use of CoreCivic's La Palma Correctional Center, and they recently announced plans to lay off up to 108 employees in the coming months. Many of these employees have the opportunity to transfer to other facilities, so what effect this will have on the city's unemployment rate is unknown. We must work to ensure that our crime rate does not reflect any increase in unemployment.
- However, CoreCivic is looking to receive contracts from other sources to fill the void left by the loss of the California inmates.

Internal Challenges

- The Eloy Police Department, through its leadership, fosters a culture of service and commitment. The department is comprised of compassionate and caring individuals who have a strong commitment to the community. Our commitment to provide great service to the community extends throughout the sworn ranks and civilian members of the department. Despite this, no person or organization is perfect, and there are things the Eloy Police Department can and should do better.
- The Strategic Planning Committee identified potential areas of improvement that can be made internally within our organization. These areas of improvement include defining our collective mission, raising our standards of service, maintaining a team of talented professionals, and leveraging our community partnerships.

Mission, Vision, and Values Statement

- The Eloy Police Department is in the unique position to have many of its current challenges identified. In 2016, the City of Eloy contracted CityGate Associates, LLC to conduct a comprehensive services delivery and staffing review. The City Council accepted the final report in November of 2016. The report provided a comprehensive overview of current police department operations and identified a number of areas for improvement.
- One key finding concerned the department's Mission Statement, developed approximately 15 years ago. Among the recommendations made was a complete re-write of the Mission Statement, along with the development of organizational Vision and Values.

Quality of Service

- We tend to focus on minimum standards as the baseline of employee performance expectations. Providing high quality police service requires individuals committed to doing more than the bare minimum. Accordingly, the Department should strive to up the bar and encourage employees to perform to a higher standard of expected conduct, not the bare minimum. The department should also work to equip these employees with the appropriate technology to help them realize their maximum potential.

Recruitment and Retention

- Police Departments across the country are finding it more and more difficult to fill their vacancies with qualified individuals, let alone highly qualified individuals. We at the Eloy Police Department must continue to focus on recruiting highly qualified individuals to become members of this department, while retaining those good members we already have. Our police department is not a “second chance agency”, and we must ensure that we maintain a staff that is worthy to represent the City of Eloy.

Community Partnerships

- Community members have a personal stake in crime prevention, and they are our greatest partner in our mission at the Eloy Police Department. We must foster an effective relationship with the community so we can solve problems together.

Planning For These Challenges

- Change in any organization is inevitable. Often it is stated that Police Officers do not like two things about their department: the way things are; and change. Strategic planning provides an opportunity to anticipate what changes the Eloy Police Department will experience over the next five years, and it solicits input from employees at all levels of the organization to ensure that we are making these changes together. It allows all employees to take personal ownership of the direction the department is headed.

Short Term Objectives

- Before considering long-term objectives, the Strategic Planning Committee sought to define our mission, vision, and values. They are the foundation for which we operate, and used to guide us in developing long-term strategies.
- Develop a new mission, vision and values statement.
- Together, these statements embody our core values, philosophies, and principles that drive what we do on a daily basis. These statements are a blueprint for both department members and community members to understand where we are going and what we stand for.

Mission Statement

- **"The mission of the Eloy Police Department is to provide the community, its residents, and visitors, a safe environment by providing high quality police services. We recognize that we cannot do this without the trust and confidence of the community, and the support of our elected officials. We will strive to develop, maintain, and protect this trust and confidence through transparency, problem solving, and by fostering long lasting relationships within the community."**

Vision Statement

- **“The Eloy Police Department is committed to providing an environment where people want to come to work and succeed, and where each member of the department is valued for their contributions. Each member of the Eloy Police Department willingly accepts these responsibilities and will strive to achieve excellence each and every day. On those occasions where we fall short, we will hold each other and ourselves accountable.”**

Value Statement

- **"Our community is diverse, and so is the Eloy Police Department. We value diversity and believe that when we accept, attempt to understand, and respect each other's differences, it makes us better servants. We expect each member of the Eloy Police Department to be honest, fair, impartial, courteous, and professional in the performance of their duties. "Protect with Honor, Serve with Pride." This is our commitment to each other, the City of Eloy, and each and every citizen we serve."**

Long Term Objectives

- Using our mission, vision, and values statements as a foundation, the Strategic Planning Committee sought to define objectives that address our long-term challenges. These long-term objectives are core to what the Eloy Police Department hopes to accomplish over the next five years and beyond.

Objective #1

- **Implement measures to provide high-quality police services to the residents, visitors, and businesses of Eloy. Use technology to implement data-driven policing strategies that maximize the use of our personnel and resources.**
- This objective places a high emphasis on the quality of the services we provide. The department feels strongly about the importance of providing high-quality police services to the public; so much that we made it a part of the department's Mission Statement.
- "High-quality police services" is arguably difficult to define. Most people will agree, however, that high quality is generally associated with the best of a particular service or product. As such, we believe we should strive to provide the best of what the department has to offer with all of the services we provide to the community.

Supporting Strategy #1

Replace the Computer Aided Dispatch (CAD/RMS) and Records Management Systems.

a. Utilize data and analytical tools not available with our current CAD/RMS system for resource deployment and scheduling.

b. Evaluate and expand, if needed, the number of officer activity codes in order to better account for uncommitted and proactive policing times and activities.

c. Establish response times for primary officers and backup officers.

d. Evaluate and recommend changes, if needed, to the current beat system.

Supporting Strategy #2

Conduct a top-to-bottom review of current department technology resources and subscriptions

a. Verify the need for each service (systems maintenance, intelligence gathering, community policing etc.).

b. Evaluate costs and any subscriptions that provide duplicate or overlapping services.

c. Verify funding sources for each subscription or service.

d. Eliminate unnecessary or unused subscription based services.

e. Conduct a technology needs assessment across all divisions of the Department (Administrative, Criminal Investigations Division, Field Operations) with a high emphasis on services and/or programs geared at data driven policing strategies, crime prevention, and community policing.

f. Make recommendations based on the technology needs assessment for each division and establish a timeline to seek funding and implementation for the recommended programs.

Objective #2

- **Fill the vacant sworn officer positions with highly qualified individuals. Reduce turnover at the Department while focusing on the retention and professional development of existing staff.**

Supporting Strategy #1

Establish a formal career and professional development program for sworn officers

a. Require officer participation – where does the officer see themselves in 3 years, 5 years, and 10 years? How will the department help the officer achieve his/her career goals?

b. Obtain officer feedback – is the training and career development the officer is receiving geared towards a specific career or professional goal (specialty assignment, future promotional opportunity, particular law enforcement skill set, etc.)?

Supporting Strategy #2

Establish an employee retention committee

a. Goal is to fully understand why each employee leaves and make recommendations where appropriate.

b. Explore progressive ways to retain employees not currently offered by the department (e.g. alternative or modified work schedules, take-home vehicle programs, etc.).

c. Encourage employees to make recommendations to the committee.

d. Except in cases of involuntary termination of employment, request the employee meet with the committee to share feedback on their reasons for leaving the department.

e. Require the committee to provide an annual report to the Chief of Police on employee attrition, any issues identified during exit interviews, recommended changes/solutions geared at reducing employee turnover.

Supporting Strategy #3

Consider “dual career paths”

a. Identify or create promotional and specialty assignment opportunities.

b. Reward employees for longevity and performance through title and additional pay (e.g. Officer II at 10 years of service vs. Officer I).

Supporting Strategy #4

Review compensation and benefits to ensure competitiveness

a. Pay and compensation are not within the department's control, but this should not limit the department from studying the matter and making recommendations to the City Manager.

b. Studies show money alone is not a motivator but the absence of it is a de-motivator.

c. Recommendations for pay should be made to the City Manager at least every five years and in conjunction with recommendations made by the employee retention committee to promote employee and officer retention

Supporting Strategy #5

- Tailor training to each individual officer's career and professional development goals whenever possible.

Objective #3

Establish community partnerships in neighborhoods that promote a shared responsibility for the reduction of crime or fear of crime, solutions to neighborhood problems and general issues of public safety.

- Shared responsibility means residents and the police are responsible for maintaining order within the community. To accomplish this, there must be frequent and regular communication between residents and the officers who serve those residents. Residents must be willing to be actively involved in the prevention of crime by reporting crimes and organizing community and/or block watch groups. The police must be responsive to what the community and residents believe are the most important crime and crime-related problems.
- The Eloy Police Department has enjoyed some successes establishing and maintaining community partnerships. Regularly held events such as Coffee with a Cop and department attendance at various civic organization meetings (e.g. Eloy Community Action Team, Eloy Chamber of Commerce) provide networking opportunities for members of the department to establish and maintain these relationships.

Supporting Strategy #1

- Proactively seek out opportunities to educate the public about the benefits of Neighborhood Block Watch groups.

(One area of little to no success in the past is Neighborhood Block Watch groups. There are no active block watch groups in the community at this time. The "South Side Block Watch" has not met since approximately 2015. The "North Toltec Block Watch Group" stopped meeting in approximately 2014.)

A 1994 study of eight neighborhood oriented policing programs in North Carolina showed neighborhood/police relationship improvements and increases in the levels of community involvement. The block watch is only as good as the citizens make it.

Supporting Strategy #2

Proactively work with interested residents to establish Neighborhood Block Watch Groups.

a. Coordinate and attend initial meeting with interested residents to discuss program.

b. Discuss neighborhood concerns and develop a plan.

c. Hold regular meetings and ensure department attendance, provide appropriate training to group participants.

Supporting Strategy #3

- Utilize social media and mobile phone app to promote transparency and increase communication with the public.

a. Current following on Facebook is more than 2,000. Increase the number of citizens following the department.

Supporting Strategy #4

Participate in the City's Community Survey to gauge satisfaction levels on various services, including Public Safety and Law Enforcement.

a. Utilize the US Department of Justice's Community Oriented Policing Services (COPS) survey on Public Safety and Law Enforcement or something similar.

b. Work with City Administration to determine methods of distribution to the public; consider utility bills, department website, City website, officer provided, etc.

c. Utilize social and print media to advertise the survey and increase response rate.

d. Utilize an employee survey committee to evaluate the responses, and provide a summary report (and recommendations) based on community responses to the Chief of Police, City Manager and City Council.

Future Strategic Plans

- Living document
- Baseline to start from
- Ensure our strategies are Quantifiable
- Accomplishments to show progress whether we did or did not accomplish our goals
- Incorporate other city departments, city council, and community members on our strategic planning committee

Conclusion

- The Eloy Police Department is excited about its future and looks forward to making positive changes over the next five years and beyond. This strategic plan provides us our roadmap for change. Each member of this department is committed to the success of this organization.
- Combined with strong continuing support from our elected officials, residents, and the business leaders of this community, we look forward to strengthening our current relationships and building new ones with the community.

Special Thanks For Continued Support

- Mayor and City Council Members
- Harvey Krauss, City Manager
- Syliva Payne, HR Director
- Cindy Haney, HR Assistant
- Brian Wright, Finance Director
- Citizens of Eloy

Questions and/or Discussion