

MARICOPA COUNTY SHERIFF'S OFFICE

*Integrity * Accountability * Community **



MCSO District-6/Town of Queen Creek Law Enforcement Strategic Plan FY 2016-FY 2021

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Introduction

The Maricopa County Sheriff's Office (MCSO) is a full service law enforcement agency that employs approximately 3,400 employees who serve and protect the unincorporated areas of Maricopa County and several contract towns and cities, along with operating one of the nation's largest jail systems. The largest contract for law enforcement services and a much valued partnership is with the Town of Queen Creek, which is the fastest growing community in the State of Arizona.

The MCSO District-6 staff, along with our partners from the Queen Creek Town Management Team, continually seeks ways to meet the challenges of serving and protecting the residents and visitors of the Town of Queen Creek. To help meet these challenges in an effective and efficient manner, MCSO District-6 has developed a strategic plan that will help guide us into the future.

The plan will assist District-6 align its goals to support the Town of Queen Creek's Corporate Strategic Plan. Consideration has been taken to incorporate the Town's Vision, Mission, and Values into the Sheriff's Office District-6 strategic plan. The heart of the plan presents a short list of goals and implementing strategies to move us toward that envisioned end-state.

This document is the first comprehensive long range plan prepared for the Town of Queen Creek by MCSO to further its approach to community policing, a broad philosophy of policing founded in the belief that public safety and order are the shared responsibility of the public and the police working together. This effort was initiated following the March 2016 publication of *Report and Analysis of Police Services, Queen Creek, Arizona* by the Center for Public Safety Management LLC, a law enforcement consultant from Washington DC. The study provided a quantitative and qualitative analysis of MCSO patrol operations in Town of Queen Creek, and a completed SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats), which established a starting point for this strategic plan.

The plan is not designed to be put on a shelf and ignored once approved. Rather, it is intended to serve as a year-long operational guide that is updated as necessary to reflect the ever changing environments in which the office and town must operate. The members of MCSO District-6 are committed to improving the quality of life for everyone in our community. This strategic plan serves at the roadmap to guide the office toward achieving its mission and that of the mission of the Town of Queen Creek.

District-6 (Queen Creek) Overview

The Maricopa County Sheriff's District-6 offices are located at 22308 S. Ellsworth Road, Queen Creek, Arizona. The town is approximately 26 square miles and is situated in the southeast region of Maricopa County, with part of the corporate town limits falling into Pinal County. It borders the city of Mesa to the north at Germann Road; Pinal County to the south at Hunt Highway; the town of Gilbert to the east at Power Road, and Pinal County to the west at Meridian Road. As the contracted law enforcement agency for Queen Creek, District-6 staff strives for excellence in meeting the needs of our residents and visitors alike to create a safe and friendly community.

The Town of Queen Creek incorporated in 1989 to help preserve the rural atmosphere threatened by the rapid growth of the east valley. Most of the residential lots in Queen Creek are zoned one acre or larger, making it very attractive to those who prefer life with a country flavor. There are approximately 37,000 residents of Queen Creek who enjoy a low crime rate and a high quality of life.

District 6 and its Queen Creek town partnership; focus on the principles of Community Policing, Intelligence Led Policing and Directed Patrol Management to deliver excellent service to all residents and visitors of the town. Our partnerships with the town and its residents assist in the identification of community needs, issues and concerns and then in the solutions associated in the remediation of these problems. Prevention of crime, traffic safety and a sustainable high quality of life are our primary goals.

District-6 Staff is made up of; 1 Captain, 1 Lieutenant, 6 Patrol Sergeants, 1 Community Services Sergeant, 1 Detective Sergeant, 3 Detectives, 25 Patrol Deputies, 3 Community Services Deputies, 2 School Resources Deputies, and 3 Administrative Staff, which includes a Criminal Analyst. The FY 2016 amended contract amount is \$5,900,526. It is a multi-year contract that is reviewed and approved annually.

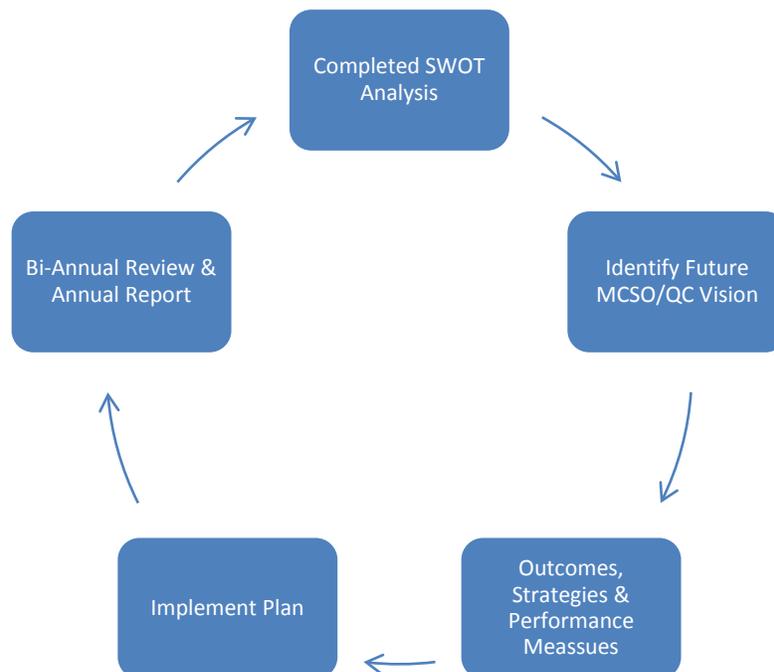
In addition to personnel, equipment and supply costs included in the general agreement, as a contract law enforcement agency, the town of Queen Creek is also entitled to any and all MCSO specialty units; such as, Canine, SWAT, Crime Lab Technicians, Major Crime Investigators, Narcotics Detectives, Intelligence Services and many other field and support unit experts available. If there is a need for this type of assistance, the on-duty patrol sergeant or detective sergeant requests assistance through the MCSO Communication Division for their response.

Planning Process & Implementation

The strategic planning process allows MCSO District-6 to establish a vision for the future and develop planned, well defined strategies to accomplish our designed outcomes for the town of Queen Creek. The Strategic Plan serves as a five-year road map that steers our district and promotes effective resource allocation. The plan is a living document that is reviewed bi-annually and updated to reflect current community issues and organizational goals. A revised Strategic Plan could be created each fiscal year based upon the outcome of our review.

MCSO District-6 staff is committed to the successful implementation of the Strategic Plan. The District Captain with assistance from the Lieutenant and Sergeants take personal responsibility for Strategic Plan outcomes. As sponsors, they work together as a team to assign strategy leaders and balance resources as the district moves forward with the plan. Every six months, District Command will conduct follow-up assessments to determine progress made toward the attainment of our designed outcomes. Modifications to the multi-year Strategic Plan can be made following these assessments as needed.

This Strategic Plan was initiated following the publication of an analysis of police services in Queen Creek by the Center for Public Safety Management LLC. The study provided a completed SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats), which was the starting point for this plan.



MCSO: Vision, Mission & Values

Vision Statement

The Maricopa County Sheriff's Office is a fully integrated law enforcement agency committed to being the leader in establishing the standard and delivering professional quality law enforcement, detention, and support services to citizens of Maricopa County and to other criminal justice agencies.

Mission Statement

The Mission of the SHERIFF is to provide law enforcement, detention and crime prevention services to the public so they can be safe and secure in the community.

Value Statement

These are the values of the Maricopa County Sheriff's Office:

1. Encourage teamwork.
2. Communicate clearly, openly, honestly, courteously and with integrity.
3. Demonstrate a passion for excellence.
4. Be ever mindful of our duty to the tax payers to be good stewards of their money through cost effective service delivery and responsible resource management.
5. Be innovative, open to ideas, and view change as an opportunity.
6. Encourage decision making at the lowest appropriate level; be a contributor and part of the solution.
7. Adopt aggressive goals supported by timed, measurable objectives that are communicated throughout the organization.
8. Be committed to providing effective and efficient services to citizens and other recipients of service.
9. Recognize diversity and accommodate personal and professional differences while remaining focused on the Mission.
10. Value employees and maintain civility in the workplace.

QUEEN CREEK: Vision, Mission & Values

Vision Statement

The Town of Queen Creek strives to honor our past, manage our present and embrace our future to create a quality, unique place for families and businesses.

Mission Statement

It is the mission of the Town of Queen Creek to provide a framework for a high quality of life, promote a strong sense of community and provide responsive public services in a caring, ethical, innovative and accountable manner.

Values Statement

In support of its mission statement, the Town of Queen Creek believes in the following values:

Quality service that is honest, trustworthy, professional, fair and efficient

Unified vision for the future through ongoing community dialogue

Empathetic listening to the needs and concerns of the community

Enthusiastic application of creativity to find solutions

Never missing an opportunity to assist a customer

Communication that is honest, timely and accurate

Responsibility for personal actions and recognizing their impact on the workplace and community

Encourage involvement by all to ensure that the diversity of the community is represented in decision making

Environmentally sound planning and practices that will ensure natural resources for future generations

Kindness in all dealings with residents, customers, partners and employees



Strategic Outcomes

Outcome #1: Foster a Safe and Vibrant Community to Enhance the Quality of Life by Reducing, Solving and Preventing Criminal Activity and the Fear of Crime.

We will reduce criminal activity and the conditions that foster crime and the fear of crime, while increasing the quality of life for all residents and visitors.

To that end we will utilize the following strategies:

Strategy 1.1: Continued collaborative partnerships between District-6 staff and individuals and organizations we serve in an effort to develop solutions to problems. *

Strategy 1.2: Maintain or increase crime prevention and public safety events for residents. *

Strategy 1.3: Sustain established deployment strategies such as; community policing, intelligence led policing and directed patrol management.

Strategy 1.4: Based upon our DDACTS, directed patrol management will be instituted and deputies will actively patrol high property crime areas (Property Zones).

Strategy 1.5: Continue to deliver a police product that reduces property crime, addresses the needs of juveniles, and maintains our low crime rate in the community. *

Strategy 1.6: New and innovative approaches to shoplifting incidents will be explored and improved partnerships with retail and business entities will be developed. *

Strategy 1.7: Detectives will pursue all investigative leads and necessary follow-up to strive for a higher number of arrests, convictions and ultimately case clearance rates.

Strategy 1.8: Utilize our School Resource Officers and Community Services Squad to prevent, deter and solve crime in public and charter schools to enhance the educational environment. *

Strategy 1.9: Patrol and detective staff will be provided with best practice training opportunities regarding various aspects relevant to their assignments.

Strategy 1.10: Coordinate with town staff to most effectively use social media sites; such as, Facebook and Next Door to solve crime and promote community crime awareness. *

Success will be measured by:

- Reduce crime rates
- Appropriate arrests, set standard for convictions and case clearance rates
- Percent of residents who feel safe/moderately safe in Queen Creek at 90% or better
- List new partnerships with residents and stakeholders, including retail industry.
- Deputy productivity measured by specific outcomes for patrol and crime investigations
- Additional training opportunities for patrol and detectives
- Increased social media opportunities for crime awareness and case solvability.

Command and supervisory personnel will be responsible for monitoring, assessing and accurately reporting on the progress of this desired outcome. Bi-annual meetings will be scheduled for district staff members who will be assuming oversight responsibility of our outcomes. In addition to monthly dashboards and statistical summaries currently provided, an annual strategic plan status report will be produced and provided to town management and subsequently posted on our QC District-6 web page for review by all residents.

* Indicates direct reference to Center for Public Safety Management Strength, Weakness, Opportunities and Threat analysis section contained in the full report received March 2016.

Outcome #2: Provide Safer Roadways in Queen Creek by Reducing Accidents and Improving Driving Behaviors through Traffic Enforcement and Education

The impact of Queen Creek's rapid growth and necessary roadway expansion, along with it being a major thoroughfare for morning and evening commuter residents who live outside town, has created traffic related issues. Consequently, an overwhelming concern from town residents has to do with traffic safety; therefore, District-6 will make enforcement and education a patrol priority.

To that end we will utilize the following strategies:

Strategy 2.1: Using DDACTS (Data Driven Approach to Crime and Traffic Safety), identify high-crash locations, dates, times and traffic violations for mapping, and institute directed patrol management to actively patrol high-crash areas.

Strategy 2.2: Traffic enforcement will concentrate efforts on high traveled roadways and intersections, school zones, construction zones, and traffic accident zones. *

Strategy 2.3: District-6 will participate in quarterly meetings with Queen Creek traffic engineers to share information, and discuss traffic complaints and safety issues.

Strategy 2.4: Traffic enforcement will be a priority for all squads and individual deputies. Enforcement activity progress will be reviewed on a monthly, quarterly and annual basis. Sergeants will be expected to motivate their deputies to improve throughout the year and establish acceptable performance standards for all members.

Strategy 2.5: School Resources Deputies and staff from the Community Services Squad will conduct traffic education/safety classes to high school and junior high school students from Queen Creek. *

Strategy 2.6: District-6 staff will continue to be responsive to all traffic or parking complaints and will work in partnership with all parties to resolve issues. *

Strategy 2.7: One month every quarter, District-6 staff will participate in an enhanced traffic enforcement plan, which should include additional signage, overtime funds from the GOHS Grant (depending upon annual availability), a designated traffic car from each patrol squad, high visibility, and awareness via the media. *

Strategy 2.8: Provide the necessary resources, equipment and training for deputies to be effective and/or enhance the traffic enforcement program to include; potential traffic vehicle

response squad; better trained deputies for traffic accident investigation; impaired driver detection (HGN/DRE/blood draw qualified); and traffic management issues (schools and special events).

Strategy 2.9: Explore the options of red-light violation traffic technology.

Success will be measured by:

- Prevent traffic accidents and injuries
- Increase traffic enforcement activity
- Additional traffic enforcement equipment for deputies
- Increase partnerships with residents and stakeholders
- Additional training/instruction for school aged drivers
- Additional training for deputies

Command and supervisory personnel will be responsible for monitoring, assessing and accurately reporting on the progress of this desired outcome. Bi-annual meetings will be scheduled for district staff members who will be assuming oversight responsibility of our outcomes. In addition to monthly dashboards and statistical summaries currently provided, an annual strategic plan status report will be produced and provided to town management and subsequently posted on our QC District-6 web page for review by all residents.

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Outcome #3: Increase Community Trust, Interactions, Involvement, Accountability and Enhance MCSO's Identity in the Town of Queen Creek

We cannot be effective without the trust, confidence and support of the citizens we serve; our customers. Accountability and transparency are critical to earn and sustain public trust. Our District-6 staff will seek out different ways to enhance our identity, include the community and demonstrate through our initiative that every contact counts.

To that end we will utilize the following strategies:

Strategy 3.1: Create a community policing policy that evolves within the law enforcement contract and allows for the sustainability of recent accomplishments with elements that adjust for future growth of the community. *

Strategy 3.2: District-6 Community Service Squad will produce a formal community policing program document, which includes specific outcomes, strategies, performance measures, and details of all existing community policing programs and efforts. *

Strategy 3.3: District-6 Community Service Squad will continue to lead community policing (partnership/problem-solving) and outreach efforts and develop new opportunities to include more residents in our policing activities. *

Strategy 3.4: Increase community outreach efforts by requiring all patrol squads to plan and complete quarterly outreach projects; such as, attending HOA/neighborhood meetings, community events, school functions, park visits and other opportunities to interact with customers. *

Strategy 3.5: Community policing, non-enforcement citizen/business contacts will be a priority and squad/individual deputy progress will be reviewed on a monthly, quarterly and annual basis. Sergeants will be expected to motivate their deputies to improve throughout the year. *

Strategy 3.6: Command staff analysis of response from Queen Creek resident surveys, CPSM Study, feedback from various citizen/community contacts, seek resident input for neighborhood problems, and get feedback on how citizens view their deputies and if their needs are being met.

Strategy 3.7: Continue to investigate all complaints from residents and report findings. Also, track all compliments or commendations and recognize deputies for these occurrences.

Strategy 3.8: Create an annual town award for Queen Creek Deputy of the Year with an emphasis on those deputies who excel in community policing and traffic enforcement activity. *

Strategy 3.9: Create a District-6 identity through development of a public information protocol and multiyear public information strategy. *

Strategy 3.10: Assign a District-6 deputy to become a Public Information Officer (PIO) for MCSO Queen Creek. This deputy will be the point of contact for crisis situations and urgent issues to ensure information is accurate and timely. The PIO will use proactive communication methods to strengthen relationships with the community and coordinate with Queen Creek communications staff.

Strategy 3.11: District-6 will coordinate with town staff to most effectively use social media sites; such as, Facebook and Next Door to frequently communicate with the QC community.

Success will be measured by:

- Citizen and business community surveys that identify the percent of residents who feel safe/moderately safe in Queen Creek at 90% or better
- Increase district outreach projects and community policing, non-enforcement contacts
- Deputy annual performance measures are met in Personal Relations Category
- Decrease in citizen complaints and increase in compliments or commendations
- Increase recognition of deputies for their community policing efforts
- Increase social media posts and opportunities for feedback from residents

Command and supervisory personnel will be responsible for monitoring, assessing and accurately reporting on the progress of this desired outcome. Bi-annual meetings will be scheduled for district staff members who will be assuming oversight responsibility of our outcomes. In addition to monthly dashboards and statistical summaries currently provided, an annual strategic plan status report will be produced and provided to town management and subsequently posted on our QC District-6 web page for review by all residents.

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Outcome #4: Foster a Culture of Compliance and Employee Performance & Development

Employees who are disciplined, motivated and prepared to perform to the best of their abilities have the greatest chance of achieving service excellence for our Queen Creek customers. District-6 is committed to a variety of strategies to ensure policy compliance, assess employee performance, and career development. We must never lose sight of the importance of our employees.

To that end we will utilize the following strategies:

Strategy 4.1: Monthly reviews for compliance of District-6 employee training records for all mandatory E-Learning courses.

Strategy 4.2: Adherence to MCSO policies related to monthly and quarterly supervisory note reporting requirements and patrol operations; including departmental reports/memorialization, span of control and TraCS traffic stop data.

Strategy 4.3: Use the MCSO Early Identification System (EIS) to identify District-6 deputy performance problems in early stages before they become serious issues.

Strategy 4.4: Utilize the MCSO EIS, Blue Team application to document and maintain comprehensive performance notes on all District-6 employees.

Strategy 4.5: Monthly random reviews of traffic stop, body worn camera footage, of all patrol deputies by supervisors.

Strategy 4.6: Broaden training opportunities to enhance professional development.

Strategy 4.7: Involve employees at the squad/line level with developing new ideas, and solutions to known issues or current projects, and provide a sense of purpose for every employee. *

Strategy 4.8: Create an annual town award for Queen Creek Deputy of the Year with an emphasis on those deputies who excel in community policing and traffic enforcement activity. *

Success will be measured by:

- Compliance rates of a least 95% for training records
- Compliance rates of at least 95% for BIO Inspections
- Reduce number of EIS alerts
- Maintain or increase quantity of Blue Team supervisory notes

- Maintain level of traffic stop, body worn camera, video reviews
- Increase training opportunities for employees
- Increase number of squad and employee projects
- Increase employee morale

Command and supervisory personnel will be responsible for monitoring, assessing and accurately reporting on the progress of this desired outcome. Bi-annual meetings will be scheduled for district staff members who will be assuming oversight responsibility of our outcomes. In addition to monthly dashboards and statistical summaries currently provided, an annual strategic plan status report will be produced and provided to town management and subsequently posted on our QC District-6 web page for review by all residents.

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Appendix: Acronyms

Blue Team:	EIS application that allows personnel to record information in a database regarding incidents, performance and conduct
CPSM:	Center for Public Safety Management
DDACTS:	Data Driven Approach to Crime and Traffic Safety
EIS:	Early Identification System
HOA:	Home Owners Association
MCSO:	Maricopa County Sheriff's Office
PIO:	Public Information Officer
QC:	Queen Creek
SWAT:	Special Weapons and Tactics
SWOT:	Strengths, Weaknesses, Opportunities and Threats
TraCS:	Traffic and Criminal Software (Database)