



Yuma Police Department Strategic Plan 2021-2025

CHIEF OF POLICE
SUSAN SMITH

Yuma Police Department Strategic Plan 2021

Message from the Chief



The Yuma Police Department is pleased to detail a streamlined strategic plan that focuses on the fundamental police staffing, infrastructure, and culture needed to provide professional police services to the Yuma community.

Our profession faces historic national challenges in staffing, community relations, funding, and culture. Our plan addresses each to the extent possible, while remaining mindful of the positive relationships we share with our community and the tremendous public support Law Enforcement currently enjoys in Yuma.

The staff of the Yuma Police Department is committed to executing the following plan, but reserves the right to revise and modify our objectives to meet changing service demands and other unforeseen challenges.

We hope that our streamlined strategic plan provides you with practical and useful information. We encourage any feedback you think will help our plan serve you better. Thank you for taking the time to learn more about your Yuma Police Department.

Susan Smith

Chief of Police Susan Smith

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Statement & Values

VISION STATEMENT:

The Yuma Police Department aspires to be the premier regional law enforcement agency by promoting open communication, innovative thinking and contemporary policing services in order to provide a safe and healthy community.

MISSION STATEMENT:

We are committed to excellence in the performance of our duties as members of the Yuma Police Department; providing ethical, community oriented policing services with pride, respect and diligence.

CORE VALUES:

- **COURAGE:**
We demonstrate moral and physical courage in the performance of our duties.
- **INTEGRITY:**
We are honest and truthful, recognizing integrity as the cornerstone for all that is done by the Yuma Police Department.
- **DEDICATION:**
We are dedicated to maintaining the public trust, the pursuit of justice and the protection of human life.
- **COMPASSION:**
We possess the ability to empathize with others while still maintaining professional composure.
- **HUMILITY:**
We never consider ourselves above those whom we serve.



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Section 1. Goals and Objectives

Through research and discussion of the many challenges and paths forward faced by the Yuma Police Department, eight primary strategic directions emerged. These directions are comprised of individual objectives and involve all members of the Yuma Police Department and the community they serve. The strategic directions include:

1.0 ORGANIZATIONAL CULTURE

2.0 STAFF RECRUITMENT/RETENTION

3.0 PERSONNEL STAFFING LEVELS

4.0 PROFESSIONAL DEVELOPMENT/SUCCESSION PLANNING

5.0 COMMUNITY POLICING

6.0 FACILITIES PLANNING

7.0 EQUIPMENT AND TECHNOLOGY

8.0 PATROL FLEET VEHICLES



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1.0 Organizational Culture

The organizational culture of the Yuma Police Department is based on the alignment of individual values and beliefs with organizational expectations and external demands. Organizational culture influences collective and personal behavior, providing focus towards achievement of Department goals. This culture guides our collaboration of effort and coordination of resources as outlined by the Office of the Chief of Police.

The success of this organizational culture will be contingent upon providing employees with specific training, support and direction, while focusing on positive outcome versus output alone. The Department recognizes that employees are the most valuable assets, and investing in their potential will ultimately provide the greatest benefit to the community.

1.1 Encourage Effective Communication within the Department

1.1.1 *Conduct at least quarterly first-line supervisor meetings, to share information, discuss challenges and procedural changes, propose new ideas, and discuss other organizational goals and objectives.*

1.1.2 *Conduct at least quarterly Command Staff meetings where staff will formally update Department employees regarding significant events, procedural updates, organizational direction, vision, goals and objectives. These updates will be passed to line personnel through their chain of command or supervision as appropriate.*

1.1.3 *Continually encourage constructive input from all employees through proper chain of command communication.*

1.2 Increase Camaraderie and Cohesion within the Department

1.2.1 *Department-sponsored social gatherings or events for employees and family members will be held at least twice per year.*

1.2.2 *Supervisors and Command Staff will recognize commendable performance of our employees, both formally and informally, as appropriate. We will increase our use of City of Yuma recognition programs.*

1.2.3 *Whenever practical, training will be conducted in such a way as to not only increase technical, physical and academic competence, but also to increase camaraderie between employees.*

1.3 Increase Community Outreach

1.3.1 *Continue holding 2 Citizen Police Academies each calendar year.*

1.3.2 Rebuild the Department's Explorer program.

1.3.3 Rebuild the Department's Coffee with a Cop program by reinstating the event on a quarterly basis.

2.0 Recruitment and Retention

The Yuma Police Department will strive to recruit highly motivated, effective and service-oriented individuals with an interest in advancing the concepts of Community-Oriented Policing (COP) within the agency. The Department will improve on employee retention by offering competitive compensation packages and providing opportunities for growth and advancement. Improving organizational effectiveness through better hiring and management practices will contribute to greater employee satisfaction, reduction in employee turn-over, and better relationships within the community.

2.1 Increase Employee Retention

2.1.1 Conduct surveys and interviews with current officers regarding job satisfaction. Find out what keeps employees with the department. Assess exit interviews to find out why employees leave.

2.1.2 Explore adjustments to compensation and other benefits via shift differential, bi-lingual pay, etc. Actively promote and educate employees on available benefit programs.

2.1.3 Standardize and implement a career development program for employees interested in promotion or specialty assignments.

2.1.4 Provide opportunities for employees to offer input on decisions involving their areas of expertise or assignment.

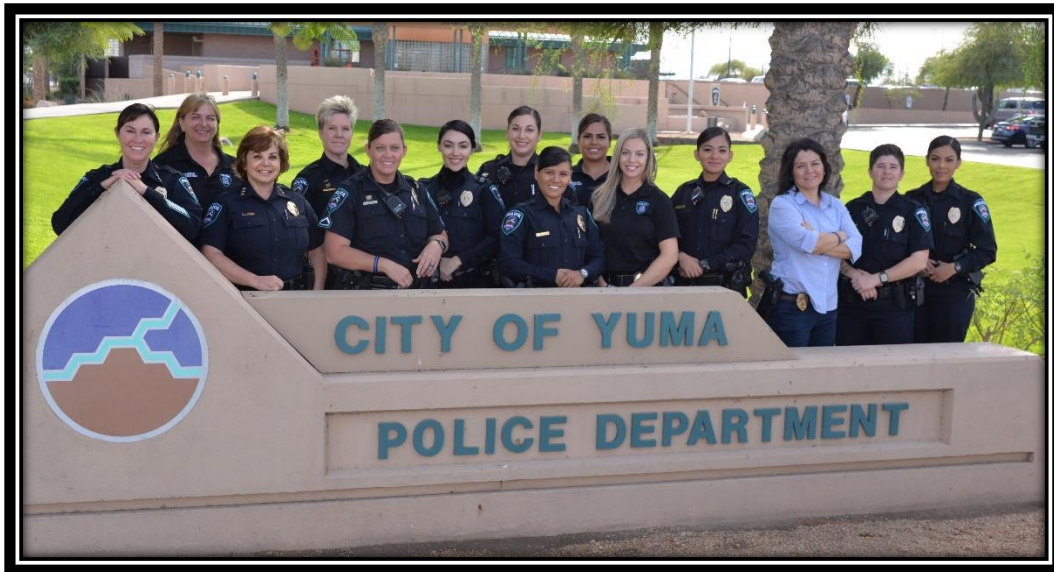
2.2 Expand Recruitment Efforts

2.2.1 Review recruiting and hiring processes to identify areas which impede efforts or cause delay. Develop solutions to address these areas.

2.2.2 Review successful programs, research best practices and strategies for recruitment. Incorporate model methods into current efforts/plan.

2.2.3 Expand the scope of recruitment efforts to include areas previously unaddressed.

2.2.4 Develop long-term recruitment strategies that focus on promoting the Department to local youth.



3.0 Personnel Staffing Levels

The Yuma Police Department constantly evaluates staffing levels and needs in relation to providing adequate and reasonable police services to the community. This involves determining how many officers and support staff the agency needs to fulfill demands related to increasing population levels, calls for service and safety for members of the community and staff.

The Department must take into consideration the time needed to address administrative duties, emergency responses, training, leave time, and handling of routine calls for service. Additionally, it is imperative that time be allocated for proactive policing. In order to provide an appropriate level of service to the City and its citizens, an appropriate staffing matrix must be implemented.

3.1 Establish Base Staffing Levels

3.1.1 Identify annual service population.

3.1.2 Identify community needs and reasonable expectations for service levels.

3.1.3 Research and collate past service call data in order to project future call loads.

3.1.4 Aspire to the International Chiefs of Police (IACP) recommended staffing formula and calculations for establishing baseline staffing levels of police first responders.

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3.1.5 *Aspire to an expanded staffing matrix based on proven and nationally recognized models to account for administrators, supervisors, support personnel and specialty assignment units.*

3.2 *Implementation of Base Staffing Levels*

3.2.1 *Develop a baseline staffing level for each Division, derived from projected Departmental and community needs.*

3.2.2 *Explore funding sources to provide the full implementation of recommended staffing levels.*

4.0 *Professional Development/Succession Planning*

The Yuma Police Department is committed to identifying and developing qualified, knowledgeable and professional staff to provide exemplary leadership within the Department. Key education and training programs are the cornerstones of a premier organization, and will be implemented to encourage personal growth and achievement of professional goals. This will produce leaders who are better prepared to accomplish the Department's mission and benefit the citizens of Yuma. As the City continues to grow, it is imperative for the Department to clearly identify future operational and leadership requirements. This will allow the Department to more effectively predict staffing needs and succession opportunities by providing individuals with the potential to assume greater responsibility and critical development.

4.1 *Create and Formalize a Succession Planning System for All Divisions*

4.1.1 *Assess the current succession planning process employed by the Department. Identify areas of strength or in need of improvement.*

4.1.2 *The Hiring and Recruiting Unit will track and identify projected vacancies in leadership roles.*

4.1.3 *Identify the core competencies of each level of supervision and lateral specialty. Department leaders will ensure at least two subordinates are prepared to promote into every supervisory role, as well as move laterally into specialized assignments.*



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4.2 Incorporate an Enhanced Leadership Program

4.2.1 Research, develop and provide specific training plans for each level of leadership.

4.2.2 Establish and maintain a body of reference material for employees interested in promotion or leadership roles.

4.2.3 Establish situational leadership training via tabletop or practical exercises.

4.3 Explore Establishing a Supervisory Mentorship Program

4.3.1 Identify supervisors who excel in mentoring or have a strong interest in a mentorship program.

4.3.2 Mentor employees who show leadership potential. Provide each employee with instruction, guidance and direction regarding leadership concepts and principles.

4.4 Identify and Explore Successful Methods of Employee Empowerment

4.4.1 Empower staff by providing opportunities that allow them to participate in discussions and planning on important issues.

4.4.2 Offer on-the-job training in other duty assignments and leadership roles, allowing employees to gain experience in areas other than their current position.

5.0 Community Policing

The Yuma Police Department is committed to providing the citizens of Yuma contemporary policing services. The Department recognizes the need to consistently evaluate our operating processes and procedures to identify best practices. The Department has embraced Community Policing and intends to re-orient daily operations to focus on fundamental aspects of this philosophy at all levels. This will allow staff to emphasize pro-active strategies based on community partnerships, resource sharing, problem identification and long-term collaborative solutions.

5.1 Implement Organizational Transformation

5.1.1 Annual performance evaluations will reflect and assess an employee's understanding and application of the Community Policing philosophy.

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5.1.2 *The Department will utilize intelligence-driven solutions via traditional and non-traditional policing methods to improve police services.*

5.2 *Establish Community Partnerships and Public Education*

5.2.1 *Expand productive and potential long-term relationships between the Yuma Police Department and the community.*

5.2.2 *Problem identification and prioritization will be a collaborative effort between the Police Department, area citizens and community stakeholders.*

5.2.3 *The Department will expand the use of our Citizens Police Academy and youth programs to enhance community outreach and education.*

5.3 *Enhance Daily Operational Procedures*

5.3.1 *Responsibility for identifying and addressing problems is delegated to the lowest appropriate level, with support from subordinates, peers and superiors alike.*

5.3.2 *Employees will be encouraged to work with residents, stakeholders and other City departments to implement formal and informal operational plans to combat crime and blight issues.*

5.3.3 *With the goal of deterring criminal activity before it occurs, Department staff will be given time to proactively implement the concepts of Community Policing.*

6.0 *Facilities Planning*

For many years, the Yuma Police Department has conducted its primary day-to-day business from a centralized police headquarters. This building houses the main elements for operational, administrative and support functions. Annexations, population growth and public expectation of timely service necessitates an evaluation of current facilities and practices. The Department desires to expand police services to remote areas within the City. This can best be accomplished by strategic development of substations.

The Department recognizes the need to evaluate current and future facilities, including associated infrastructure and maintenance requirements. Facility assessments, improvements and remote facility expansion are essential to maintaining the safety, well-being and quality of life for our citizens.

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6.1 Identify Centralized and Decentralized Police Functions

6.1.1 Identify missions and operations which should remain housed within or attached to a centralized police headquarters building.

6.1.2 Identify missions and operations which can be more appropriately housed within or delivered from decentralized facilities.

6.2 Evaluate Current Facilities

6.2.1 Evaluate facilities in relation to current and future Department needs and functions.

6.2.2 Determine reasonable end of service life or redevelopment time table for decentralized facilities which include:

AlSCO Building – remote vehicle storage

Kyla Avenue – remote evidence storage

Araby substation

Public Safety Training Facility

6.3 Develop a Police Department Facilities Master Plan

6.3.1 Work with various City departments to forecast economic, population and geographic growth within the city.

6.3.2 Establish classifications and minimum requirements for each type of decentralized facility.

6.3.3 Establish key criteria which the Department will use to implement the planning and development of facilities.

6.3.4 Plan for future facility construction based on projections for growth, Department requirements and community needs.

7.0 Equipment and Technology

Technology in law enforcement continues to evolve at a rapid pace. The Yuma Police Department strives to provide employees with the best equipment and technology to safely and efficiently perform their duties. To remain contemporary, the Department utilizes an array of information technology systems to communicate internally, publicly, and with other agencies. These systems include telephone, radio, electronic messaging and access to computerized databases. Field personnel also require updated equipment/technology in the form of personal protection systems such as body armor, less-lethal force options and firearms. As critical equipment

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ages, loses effectiveness, becomes obsolete or otherwise fails, the Department will need to plan for costs associated with updates or replacement.

7.1 Develop and Adopt a Critical Equipment Replacement Program to Replace Aging or Outdated Equipment

7.1.1 Identify items that will be included in the Critical Equipment Replacement Program.

7.1.2 Establish the effective service life for each piece of critical equipment.

7.1.3 Prioritize critical equipment to create a purchasing schedule.

7.1.4 Institute purchasing cycles to allow a predetermined percentage of critical equipment to be replaced each year.

7.1.5 Identify annual funding to be placed in the appropriate accounts from which critical equipment replacement will occur.

8.0 Fleet Vehicles

A majority of the Police Department's work is initiated and conducted away from the main police headquarters. This requires the Department's officers and staff be highly mobile. During critical incidents, the Department must immediately and simultaneously dispatch large numbers of officers to multiple locations to conduct a variety of operations. This must be done while still providing prompt police services and response to the remainder of the city.

8.1 Establish Vehicle Replacement Guidelines and Timeframes

8.1.1 Update or create Department policy regarding vehicle replacement.

8.1.2 Place all newly purchased vehicles and related equipment on a major equipment replacement program (MERP).



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8.2 Implement a Fleet Vehicle Plan to Increase Department Effectiveness

8.2.1 Adopt a vehicle ratio of one vehicle for every two first responders, moving towards the target ratio of one vehicle per first responder.

8.2.2 Budget for and maintain spare vehicles at a minimum overage of 10%.



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Section 2. Population, Workload and Anticipated Growth

Research reveals various trends and factors impact and guide the successful implementation of the Plan. This research includes a review of population trends, demographics, available resources and level of demand for police services.

Population Trends

- ✓ *2019 Official City of Yuma Population - 98,285 (US Census Bureau)*
- ✓ *8.3% growth since 2010*
- ✓ *Assuming the same approximate growth rate, the 2030 population will be 106,442*
- ✓ *As population grows, we should anticipate an increased demand for public safety services*

Workload

The total Police Calls for Service for the last 6 years break down as follows:

- *2015 – 108,741*
- *2016 – 110, 121*
- *2017 – 114,447*
- *2018 – 113,377*
- *2019 – 110,223*
- *2020 – 98,798*

6 year average – 109,284

The Calls for Service over the past 6 years have been relatively constant, with an approximate 10% decline in 2020. Assuming the next 5 years remain relatively stable, we can expect approximately 110,000 calls for service each year, and should plan for that to slowly increase.

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Development

As regional economic markets continue to recover within the agriculture, tourism and U.S. Military industries, the City of Yuma will continue to grow in population and area. As part of this growth, the City of Yuma will continue to transition from agricultural areas to residential, commercial and industrial developments, all of which bring increased population, business activity, and traffic. These increases will require increased police services.

The five primary growth areas in the City of Yuma are as follows:

- *The crossroads of Avenue B and 32nd Street*
- *Araby Road from 24th Street to 32nd Street on the east mesa*
- *Pacific Avenue at 8th Street north of Yuma Palms Regional Center*
- *The North End (Old Town)*
- *The vicinity of 16th Street from 4th Avenue to Redondo Center Drive*

Special Events

The City of Yuma hosts a multitude of annual special events to celebrate our culture and draw visitors to the City. Most special events require dedicated support and resources from the Yuma Police Department. Some of the major special events include:

- *Silver Spur Rodeo and Parade*
- *Balloon Festival*
- *Yuma County Fair*
- *Midnight at the Oasis*
- *MCAS – Yuma Air Show*
- *North End Classic bicycle race*
- *Lettuce Days Festival*

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Section 3. Anticipated Personnel Levels

Hiring and Retention data shows the following personnel attrition and hiring statistics over the past years:

Sworn Staffing:

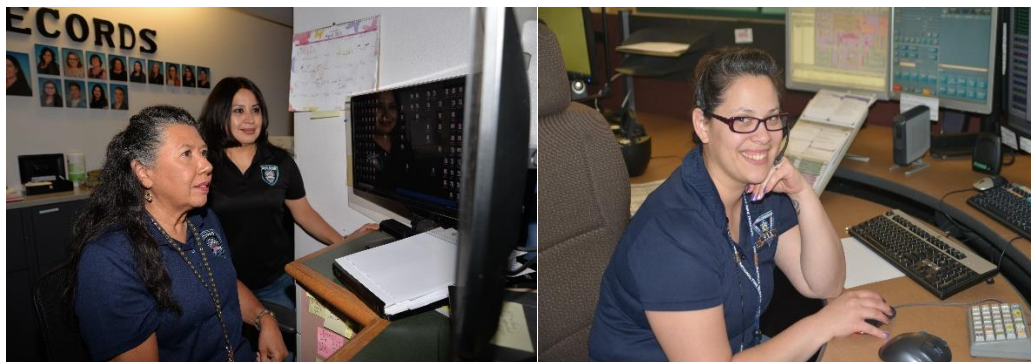
	Attrition	Hired	Net Loss/Gain
2015	34	17	-17
2016	18	26	+8
2017	14	7	-7
2018	13	17	+4
2019	32	11	-21
2020	26	13	-13

This is a net loss of 46 officers over 6 years, and an average net loss of 7 officers per year.

Civilian Staffing:

	Attrition	Hired	Net Loss/Gain
2015	23	21	-2
2016	17	17	0
2017	14	22	+8
2018	11	24	+13
2019	17	12	-5
2020	16	9	-7

This is a net gain of 7 civilians over 6 years, and an average net gain of 1 civilian per year.



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As of July 1st, 2021, the Yuma Police Department has 138 sworn officers, out of an authorized 167. If we continue to hire and lose officers at the same average rates above, we will have a net loss of 35 sworn officers over the next 5 years, bringing us to only 103 sworn officers by 2025. This is only 61% of our authorized sworn strength.

Considering Yuma's population continues to grow and calls for service have remained steady over the past several years and are likely to increase with population growth, the Department cannot maintain the same quality and level of service while sustaining the current trajectory of sworn personnel loss.

In order to stabilize attrition and continue to serve our community with excellence, using available staffing, the Department/City needs to do one or preferably a combination of the following:

Adopt a bold hiring, retention, and compensation plan to reverse the attrition trajectory and actually create net gains in staffing. (Pursuant to Goal 2.0)

Decrease service levels, including eliminating responses to certain calls for service, and allowing various specialty assignments to remain vacant in favor of deploying personnel to fundamental functions like Patrol, Traffic Enforcement and violent felony follow-up investigations. (Pursuant to Goal 3.0)

Continue hiring civilian personnel to supplement sworn, wherever possible.

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Section 4. Anticipated Capital Improvement and Equipment Needs

Evidence Storage Facility – As evidence intake and retention continue, current storage facilities are nearing capacity. YPD will need added storage facilities within the next 3-5 years to be operationally effective. Planning has already begun to locate the facility near the Public Safety Training Facility, as soon as City Staff and CIP funding allow.

Fleet Vehicles – Our vehicle fleet is in constant flux, as vehicles age and are replaced with new ones pursuant to goal 8.0. In addition, as our community grows, so will the demand for police service, which requires increasing the size of our fleet accordingly.

Substations – Our current Police headquarters is at full capacity. There is little to no room for additional work or office spaces. As the City continues to grow to the East and South, calls for service will increase overall and especially in these de-centralized areas. This will create the need for additional staffing which will need facilities to work from. Additionally, substations will provide the ability to respond to outlying areas faster, allowing officers to stay in their beats the majority of their shifts. Pursuant to goal 6.0, police substations will be a critical piece of future capital improvement which requires immediate planning.

