

# YUMA POLICE DEPARTMENT

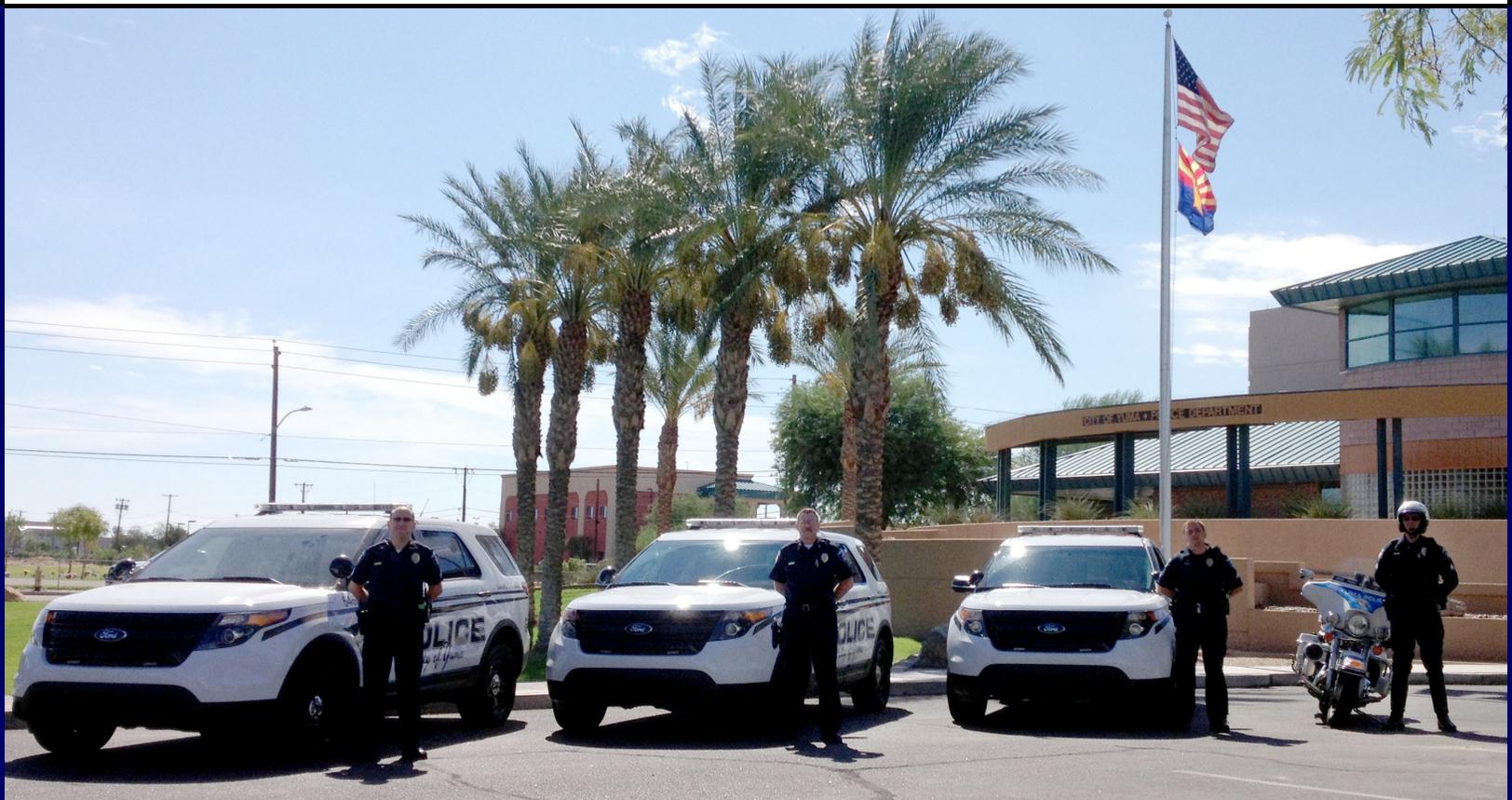
Est. 1914

COMMITTED TO EXCELLENCE



## STRATEGIC MASTER PLAN

2015 – 2020







# POLICE DEPARTMENT

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## MESSAGE FROM THE CHIEF



On behalf of the dedicated employees of the Yuma Police Department, I am pleased to present the Yuma Police Department Strategic Plan. With this plan we are able to share with the community, Council and other governmental agencies our Strategic Master Plan for the years to come.

With a population of approximately 95,717 and approximately 80,000 visitors in the winter months, the Yuma Police Department provides police services to the largest city in Arizona outside the metro areas of Phoenix and Tucson. The City of Yuma encompasses 120 square miles of both urban and rural landscape, with vast tracts of commercial, residential, agricultural and barren lands. Geographically, Yuma is isolated from communities of larger or comparable size, making it the regional economic and social hub. Yuma's proximity to the international border with Mexico adds an additional element of cross-border activity and commerce.

The greatest challenges facing the Yuma Police Department are delivery of effective police services amidst challenging economic times, a growing population and ever-increasing expectations from our customers. We must also plan for the future expansion of our service area, and capitalize on improvements in technology. This plan focuses on those future considerations to better serve the Yuma community.

We hope that our Strategic Master 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.

John J. Lekan  
Chief of Police



# POLICE DEPARTMENT

## ACKNOWLEDGMENTS

### Strategic Master Plan Committee

Randall Chapman, Retired Captain

Rod Hamilton, Captain

Steve Suho, Captain

Gregory Counts, Lieutenant

Brian Scanlan, Lieutenant

Daniel Wilkey, Lieutenant

Heather Pyeatt Morris, 911 Dispatch Supervisor

### Facilitated by

Noah Michael G. Cullis, Senior Planner

### City of Yuma Council

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Deputy Mayor

Leslie L. McClendon  
Councilwoman

William Craft  
Councilman

Gary Knight  
Councilman

Cody Beeson  
Councilman

Gary Wright  
Councilman

### City of Yuma Executive Staff

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City Administrator

Ricky Rinehart  
Deputy City Administrator

### City of Yuma Police Department

John J. Lekan  
Chief of Police

Susan M. Smith  
Deputy Chief of Police

### City of Yuma Department of Community Development

Laurie L. Lineberry, AICP  
Director



*City of Yuma*

# POLICE DEPARTMENT

ADOPTED RESOLUTION



# POLICE DEPARTMENT

## I. PURPOSE

The purpose of the City of Yuma 2015-2020 Police Department Strategic Master Plan is to redefine the Vision, Mission and Core Values for the Yuma Police Department. The Plan establishes operational goals and objectives which the Police Department will pursue over the next five years. It will serve to educate the public regarding the Department's functions and abilities, inform City Council and community leaders of the Department's resource levels and identify opportunities for improvements in service. The Plan will also assist in providing direction and support for Department personnel.

The Yuma Police Department recognizes the diverse cultural environment of the City and its stakeholders, and will work to address the needs of the community as a whole by implementing the concepts outlined within this document.



*“The bravest are surely those who have the clearest vision of what is before them, glory and danger alike, and yet notwithstanding, go out to meet it.” Thucydides*

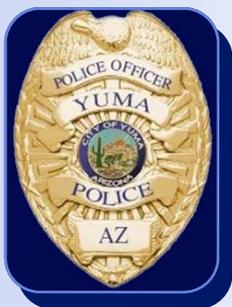
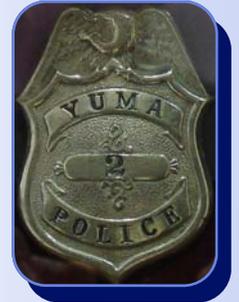


*City of Yuma*

# POLICE DEPARTMENT

## OFFICER'S OATH

“I DO SOLEMNLY SWEAR THAT I WILL SUPPORT THE CONSTITUTION OF THE UNITED STATES, THE CONSTITUTION AND LAWS OF THE STATE OF ARIZONA AND THE CHARTER AND LAWS OF THE CITY OF YUMA; THAT I WILL BEAR TRUE FAITH AND ALLEGIANCE TO THE SAME, AND DEFEND THEM AGAINST ALL ENEMIES, FOREIGN AND DOMESTIC, AND THAT I WILL FAITHFULLY AND IMPARTIALLY DISCHARGE THE DUTIES OF THE OFFICE OF POLICE OFFICER IN AND FOR THE CITY OF YUMA, COUNTY OF YUMA, STATE OF ARIZONA, ACCORDING TO THE BEST OF MY ABILITY, SO HELP ME GOD.”





# POLICE DEPARTMENT

## 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

<b>COURAGE</b>	WE DEMONSTRATE MORAL AND PHYSICAL COURAGE IN THE PERFORMANCE OF OUR DUTIES
<b>INTEGRITY</b>	WE ARE HONEST AND TRUTHFUL, RECOGNIZING INTEGRITY AS THE CORNERSTONE FOR ALL THAT IS DONE BY THE YUMA POLICE DEPARTMENT.
<b>DEDICATION</b>	WE ARE DEDICATED TO MAINTAINING THE PUBLIC TRUST, THE PURSUIT OF JUSTICE AND THE PROTECTION OF HUMAN LIFE.
<b>COMPASSION</b>	WE POSSESS THE ABILITY TO EMPATHIZE WITH OTHERS WHILE STILL MAINTAINING PROFESSIONAL COMPOSURE.
<b>HUMILITY</b>	WE NEVER CONSIDER OURSELVES ABOVE THOSE WHOM WE SERVE.



**II. POLICE DEPARTMENT OVERVIEW**

The Yuma Police Department has been committed to serving our developing southwestern community since 1914. Currently we serve a population of approximately 95,717 persons in an area encompassing 120 square miles. With an authorized strength of 180 sworn officers and 92 civilian staff, the Yuma Police Department works in collaboration with the citizens of Yuma to enforce laws, preserve peace, reduce fear and provide for a safe environment. Innovative solutions and dedicated service remain the cornerstones upon which the Department will build lasting community relationships.

The Police Department is comprised of four divisions: Administration, Patrol, Investigations and Support. Working together, they are responsible for the daily law enforcement and public safety functions within the City. Division captains oversee resource management, fiscal allocation and plan for strategic goals/objectives. They also provide advice to the Office of the Chief of Police on matters concerning their assigned divisions and overall Department management. Divisions are further broken down into bureaus which are under the leadership of lieutenants. Lieutenants maintain oversight of daily operations, as well as personnel and fiscal issues. Squads, units and groups are overseen by sergeants or civilian supervisors.

The Police Department distributes police services and resources within the City of Yuma through a total of six designated patrol areas, which are based upon geographic boundaries and historic service call levels. Also located within the City limits are the Arizona Western College campus and the U.S. Marine Corps Air Station – Yuma, which are served by their own individual police agencies. The Yuma Police Department supports these agencies as needed.

The Police Department utilizes several facilities which include:

- Police Headquarters located at 1500 S. 1<sup>st</sup> Avenue
- The Araby substation located at 6390 E. 26<sup>th</sup> Street
- The Public Safety Training Facility shared with the City Fire Department, located at 3473 S. Avenue 4E.
- The Department also maintains satellite evidence storage facilities.

As new challenges present themselves, the Yuma Police Department will strive to prepare by strategically planning the agency's growth and capabilities.

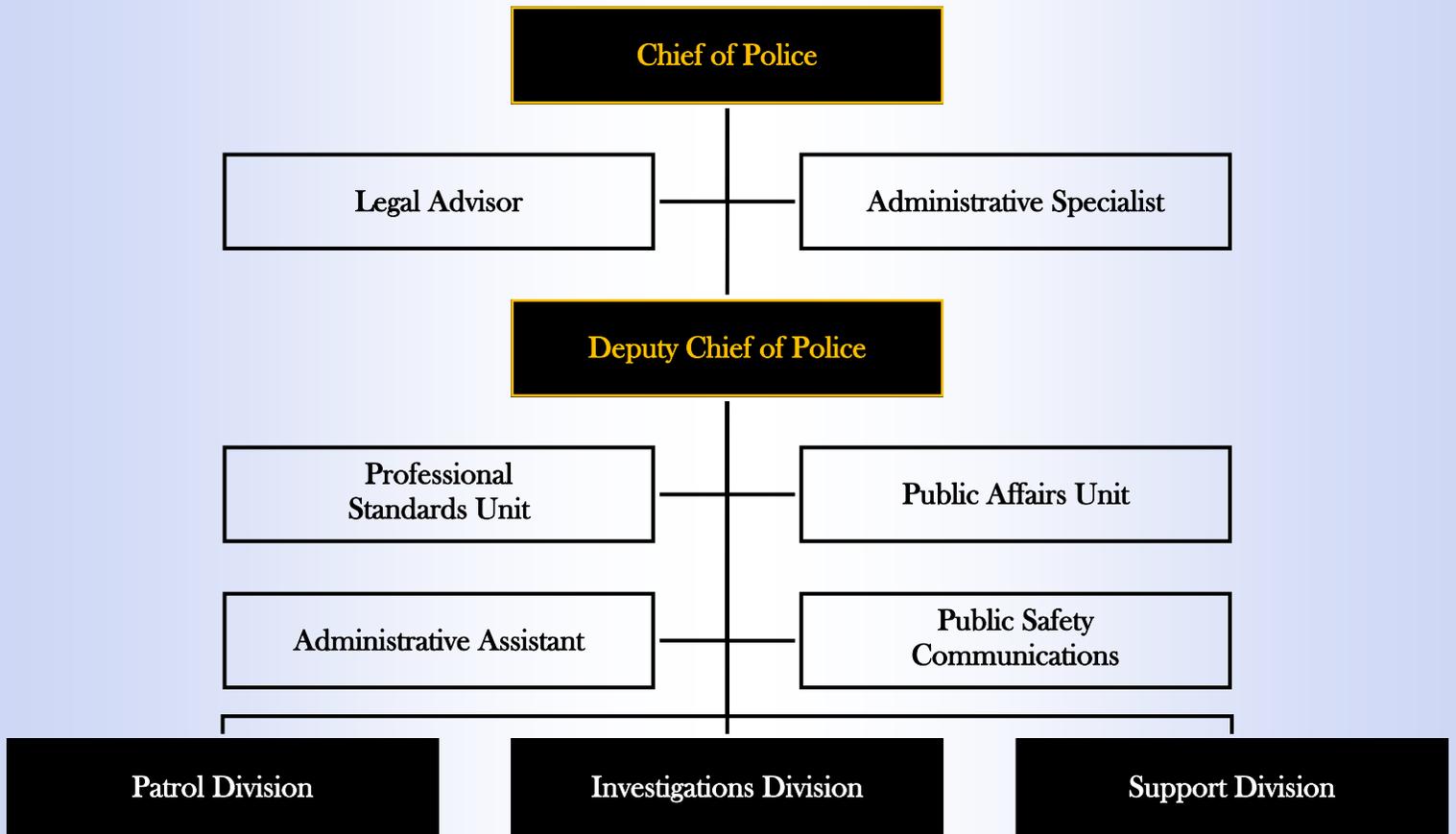


# POLICE DEPARTMENT

## DEPARTMENT ORGANIZATION

### ADMINISTRATION

Police Administration is comprised of the Chief of Police, Deputy Chief of Police, three Police Captains and administrative support staff. Administrators and staff are involved in daily interaction with the City Administrator and other City of Yuma Department Heads. Additionally, Police Administration is the primary point of contact for elected officials, civic leaders, and Federal, State and local agencies.



*“It does not matter if the cobblers and the masons fail to do their jobs well, but if the Guardians fail, the democracy will crumble.”*

*Plato*

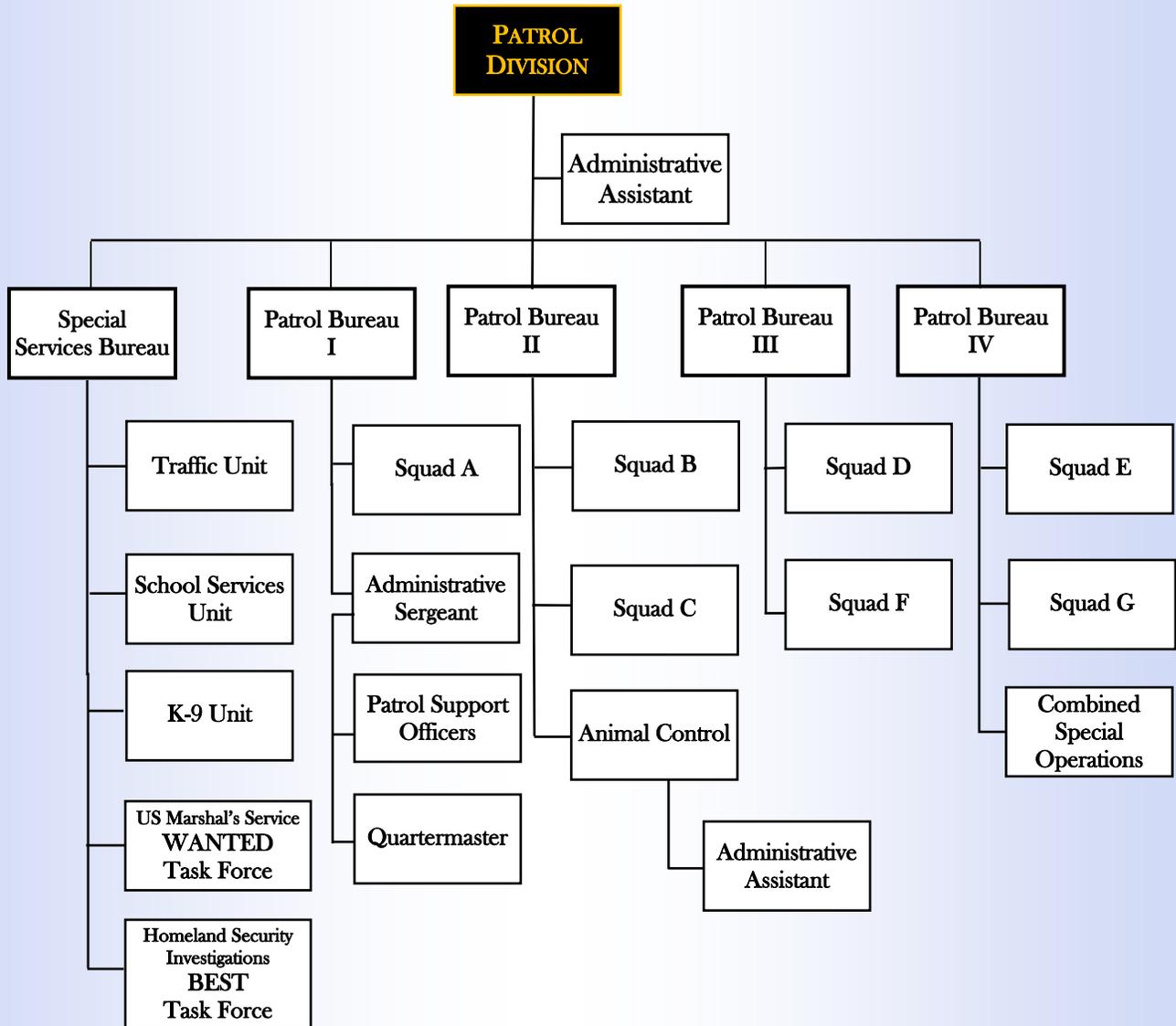


# POLICE DEPARTMENT

## DEPARTMENT ORGANIZATION

### PATROL DIVISION

The Patrol Division is comprised of several units to include uniformed patrol squads, Civilian Patrol Support Officers, Civilian Investigators and Animal Control Officers. Patrol Bureaus of this division provide the majority of first responders for emergency and other calls for service. The Special Services Bureau is comprised of the Traffic Unit, School Services Unit, and the K-9 Unit. The Combined Special Operation Group addresses crime suppression programs, proactive gang response, and public outreach. This Division also supports many of our partnerships and collaborative efforts with other entities and members of the community.





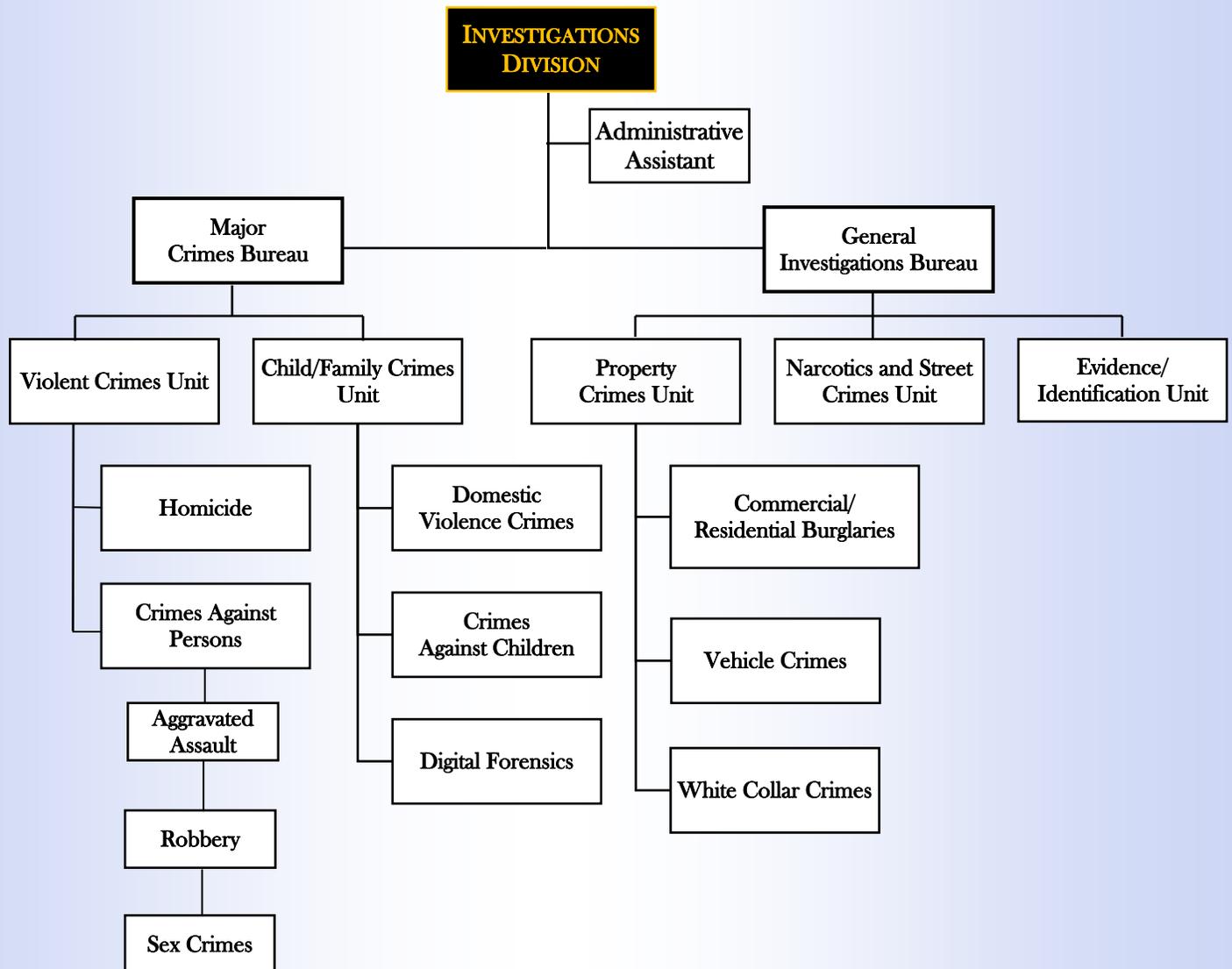
# POLICE DEPARTMENT

## DEPARTMENT ORGANIZATION

### INVESTIGATIONS DIVISION

The Investigations Division conducts initial and follow-up investigations of assigned felony cases and significant incidents. The range of offenses handled by investigators includes domestic violence, drug offenses, sex offenses, missing persons, computer forensics, fraud, burglary, violent crimes, robbery and homicide.

Investigators locate suspects, collect evidence, process crime scenes, follow up on leads and build prosecutable cases against defendants. Investigators work closely with prosecutors to prepare cases for trial, and provide testimony at several venues during the judicial process.





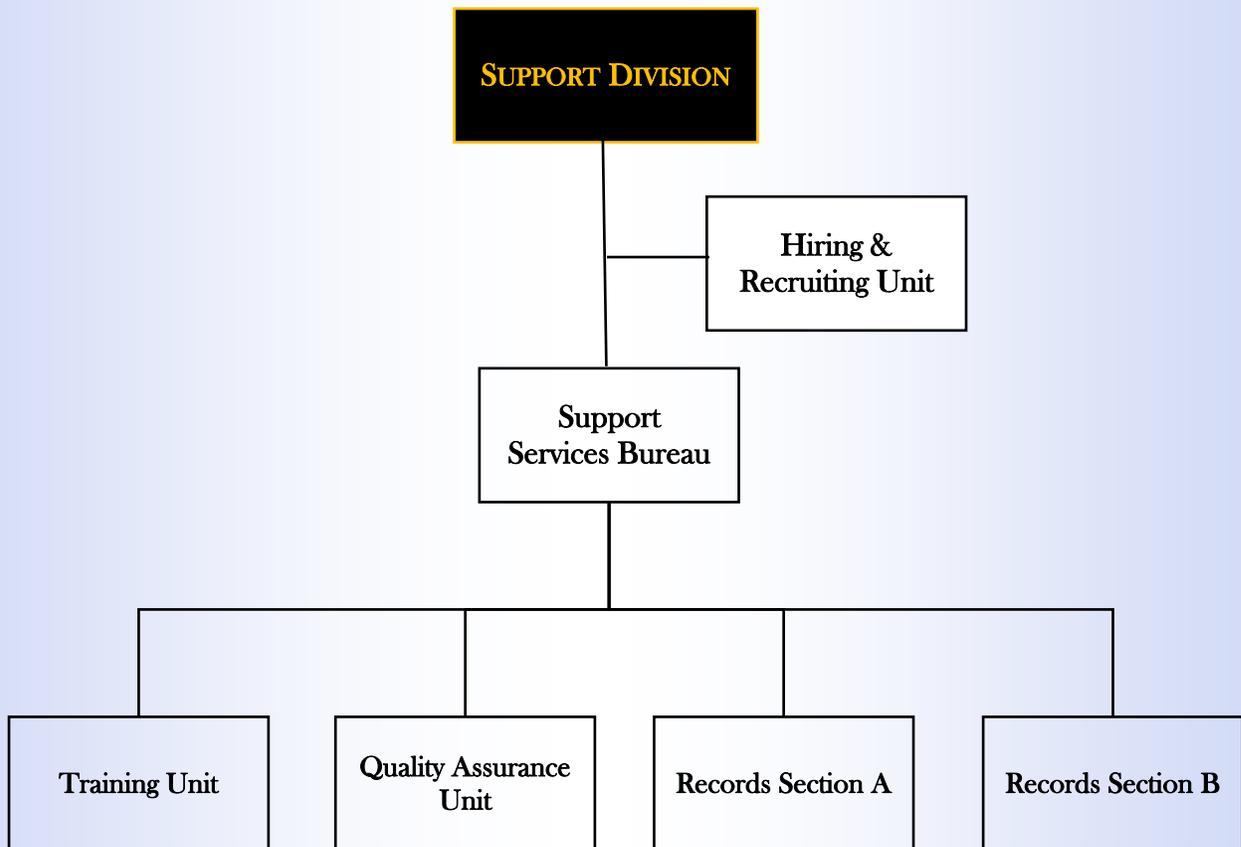
# POLICE DEPARTMENT

## DEPARTMENT ORGANIZATION

### SUPPORT DIVISION

The Support Division is comprised of the Hiring & Recruiting Unit, Training Unit, Quality Assurance Unit and Records Section. The goal of the Division is to provide consistency in policies, procedures and training. Units within the Support Division have specific areas of expertise and functions to support all areas of the Police Department. Some of the duties include:

- Attracting and retaining quality employees
- Research and implementation of contemporary policies and practices within the Department
- Maintenance of police records and reports
- Compliance with State and Federal laws





# POLICE DEPARTMENT

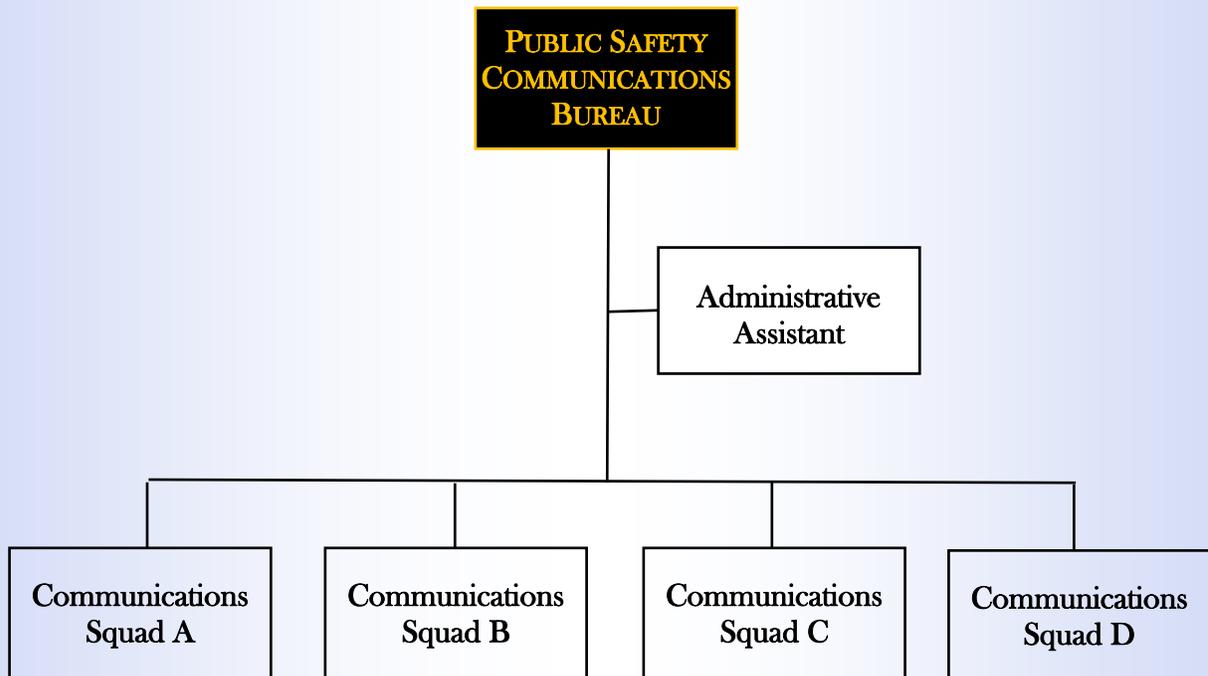
## DEPARTMENT ORGANIZATION

### PUBLIC SAFETY COMMUNICATIONS BUREAU

The Public Safety Communications Bureau is tasked with providing quality dispatching services and call-handling for law enforcement, animal control, fire and medical emergencies and non-emergency situations. The Bureau is committed to providing the best service possible to citizens, officers and firefighters through professional conduct and a comprehensive training regimen.

Annually, the communications center handles approximately 250,000 telephone calls for assistance, resulting in nearly 100,000 calls for service for law enforcement, fire and emergency medical responders. Dispatchers are trained to assist callers in any situation, including providing instruction to callers with medical emergencies, directing resources and assisting with interoperable communications with other area agencies.

The communications center is a dynamic and highly technical environment that requires a high level of multi-tasking skills and dedication.





*City of Yuma*

## **POLICE DEPARTMENT**

### **POLICE DEPARTMENT OVERVIEW CONT.**

#### **YPD AREA MAP**

The Yuma Police Department divides the City of Yuma into six patrol areas. Each area is further broken down into two “beats”\*\*. The Department utilizes “beats” as a deployment mechanism to assign patrol units to geographic areas of responsibility, also factoring in crime trends, call load and available resources. The Department also responds to calls for assistance at the Arizona Western College campus and the Marine Corps Air Station -Yuma, both of which maintain independent law enforcement services.

\*\*A “beat” is assigned to one or more police officers whose objective is to patrol within designated boundaries on a frequent basis. Historically, the bonds between officers and the community were strengthened as “beat” officers became familiar with residents and neighborhood shopkeepers while making their rounds. This continues today within the philosophy of Community Oriented Policing embraced by the Yuma Police Department.



**YUMA POLICE DEPARTMENT  
AREA MAP  
2015 - 2020  
STRATEGIC MASTER PLAN**

**Legend**

**YPD Areas**

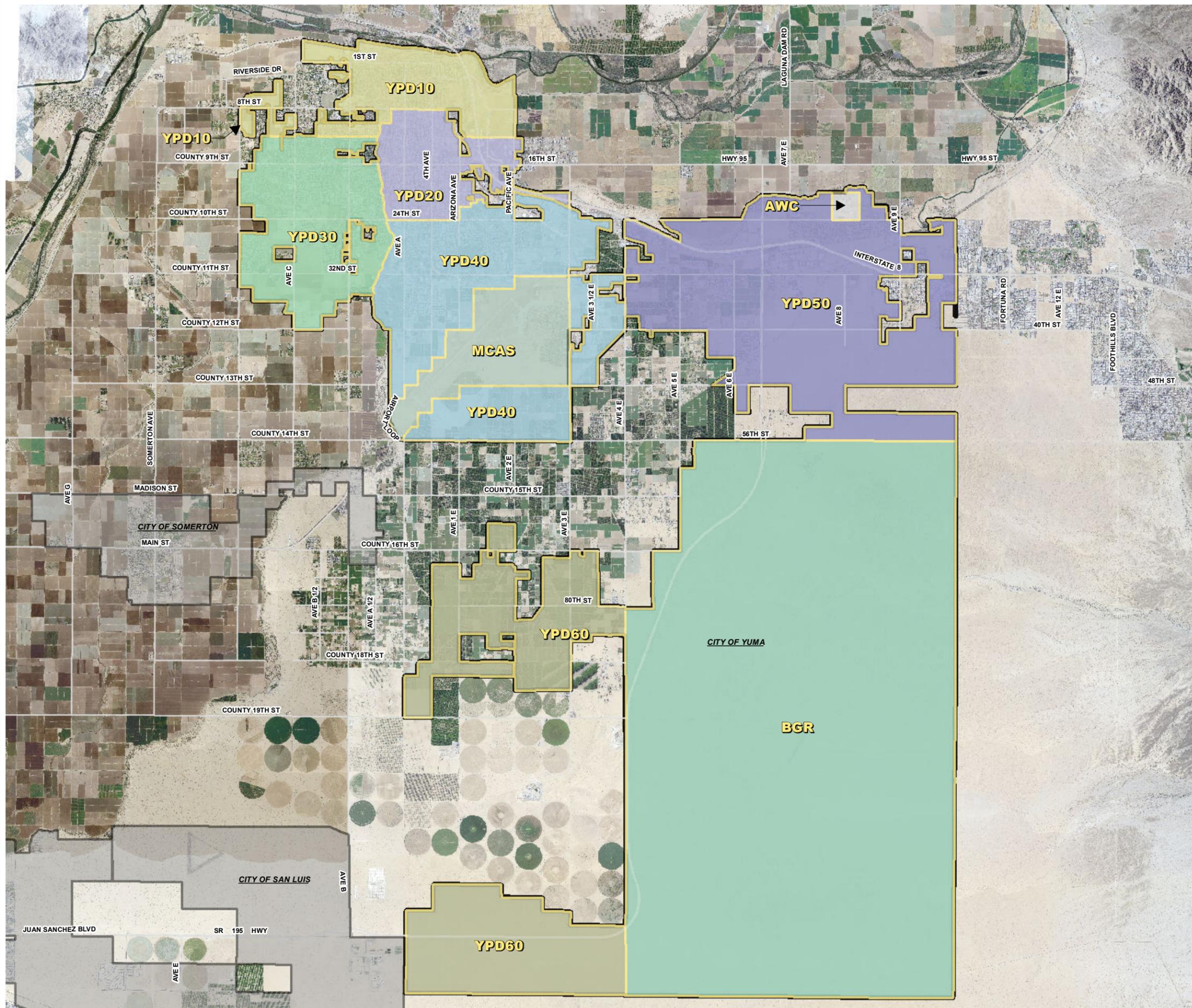
-  BGR
-  YPD10
-  YPD20
-  YPD30
-  YPD40
-  YPD50
-  YPD60

**Governmental**

-  CITY OF SOMERTON
-  CITY OF SAN LUIS



Information Technology Services  
Enterprise GIS  
April 2014  
GPF220





### III. TRENDS

#### POPULATION, WORKLOAD & ANTICIPATED GROWTH

In developing the Strategic Master Plan, the committee conducted internal and external research to identify trends and factors that could impact the successful implementation of the Plan. This included a review of population trends, demographics, available resources and level of demand for police services.

During review, the following key trends and factors were identified:

- The population of Yuma will continually increase.
- Calls for service may increase as the City continues to grow.
- The City of Yuma will continue to transition from agricultural areas to residential, commercial and industrial developments.
- Year 2014/15 positions adopted: 180 sworn employees and 92 civilian employees.
- Historically, the Department has struggled to consistently maintain full staffing levels due to factors such as attrition, challenging economic conditions and attracting qualified applicants.





#### IV. FORECASTS

This Plan was developed under the following forecasts:

##### Fiscal Resources:

- Federal Funding: Availability of Operation Stone Garden funding will continue to decrease due to re-distribution of funds to additional competing agencies. The Department will continue to seek funding through grants and other resources.
- Pricing for Equipment: The pricing of equipment will continue to outpace available budgeted funding resources.
- State Funding: The Chief of Police and the City Administrator currently hold seats on the State of Arizona Department of Homeland Security Board.
- Public Safety Tax: The purpose of this tax is to support the City of Yuma's police and fire services. This will continue to be utilized for the equipment replacement program. The Public Safety Tax is set to expire in 2040.
- Impact Fees: These fees are based upon new development and impacts made on City utilities and services. Based upon the City's growth, impact fees will continue to be a revenue source for new police operations.

##### Future Growth and 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.

Growth Areas are identified within the Land Use Element of the City of Yuma 2012 General Plan. The Plan promotes a concentration of urban development within areas currently provided or planned to receive City water or wastewater services. This urban pattern minimizes encroachment on the prime agricultural lands in the Gila and Yuma Valleys. Open space and recreation along the Colorado River are also recognized. Commercial centers are identified to guide development with the intent to minimize congestion created by strip commercial development along major roadways.



## Future Growth and Development – continued

The five Growth Areas identified are:

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

An additional future Growth Area consists of the Estancia annexation and adjoining transitional lands. This rural area, southeast of Avenue A and County 16<sup>th</sup> Street, is approximately 10 square miles. This area has had some planning activity, but is possibly a decade or more away from infrastructure development.

### **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



### **Tourism:**

The Yuma Area is a welcome destination for many groups of people for its mild winters, several attractions and outdoor activities, including:

- Winter Visitors
- Softball tournaments
- State Harley Owners Group convention (motorcycle rally)
- Yuma Prison Run (motorcycle rally)
- Numerous weekend Main Street events



## **V. THE PLANNING PROCESS**

The strategic planning process allowed the Police Department to establish a vision for the future and develop planned, well-defined strategic directions and objectives. The Strategic Master Plan serves as a 5-year “roadmap” that directs the Police Department to promote effective resource allocation and budget planning. The Plan is a “living document” which is regularly reviewed and updated to reflect current community issues, organizational goals and the state of the economy.

The 2014 strategic plan process involved organizing a committee of commanders and supervisors representing all areas of the Department. The process involved researching key points of adopted city-wide plans, group discussions and prioritization of each strategic direction of the Plan.

The Strategic Planning Committee met at regular intervals to identify critical issues and form strategies leading to the development of sustainable solutions. The committee developed a Mission Statement, Vision Statement and Core Values which will lead to the future success for the Yuma Police Department.

### **REVIEW OF IDENTIFIERS**

During the planning process, committee members considered the following factors:

- City demographics
- Current Department Mission Statement
- Financial and economic trends
- Crime trends and calls for service data
- Significant accomplishments
- Personnel
- City capital improvement projects
- Residential and commercial development forecasts
- Department resource allocations
- Future needs, goals and objectives of the Department





## VI. PLAN MANAGEMENT

### **PRIORITIZATION**

After assessing the strategic directions and objectives, the committee established a priority level for each item. The items were then scheduled for implementation and placed on a 5-year calendar. Funding resources were identified and sponsors will work with command staff to develop strategy definitions, measures of success, and action plans for each strategy.

### **ACCOUNTABILITY**

The Office of the Chief of Police is entrusted with establishing the Vision Statement, Mission Statement, Core Values and overall success of the Strategic Master Plan. The Command Staff is committed to the continual development of the Plan, and acting as stewards to promote it. All Department personnel are responsible for becoming familiar with the Plan and applying its doctrine in the course of their duties.

### **STRATEGIC PLAN REVIEW/TRACKING/MEASUREMENT**

Plan implementation will be assessed by Command Staff on at least a quarterly basis. Strategies, key accomplishments, current status, timelines, history of extensions and issues of concern will be reviewed. Annual reports will be provided to the Office of the Chief of Police and other members of Command Staff.





## VII. REVIEW & UPDATE OF THE 5 YEAR PLAN

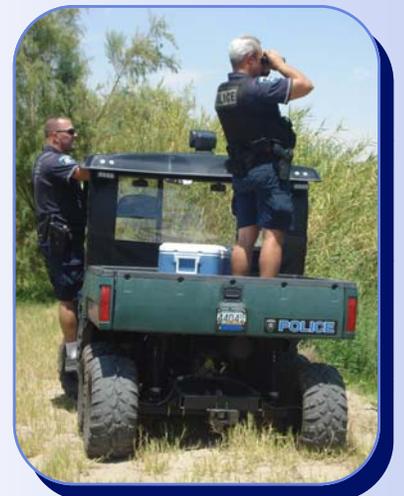
### ANNUAL REVIEW AND UPDATE OF THE 5 YEAR PLAN

The Strategic Master Plan shall be reviewed and updated on an annual basis, in conjunction with the City’s annual budget review cycle. The Police Department’s overall objectives and strategies will be assessed and reprioritized if necessary, based on availability of funding for operating expenses, service indicators, crime statistics and/or special initiatives. This process will ensure reliability of the Strategic Master Plan as an instrument for use in annual operating budget development, capital improvement project (CIP) development, and planning for equipment and personnel.

### ANNUAL PERFORMANCE REPORT

An annual performance report will be prepared each fiscal year and published to the Yuma Police Department’s website. The report will provide information on the progress and status of each strategy initiated that fiscal year. The report will be available for download from the City’s website at <http://www.YumaAz.gov>.

*“Thoughts become words. Words become actions. Actions become habits. Habits become character. Character becomes destiny.”*  
*-Unknown*





**VIII. ISSUES**

**Issue 1** - Identify the organizational culture of the Yuma Police Department, and address areas in which this culture can be improved.

**Description:** The ability of the Department's employees to successfully promote a culture of quality service is contingent upon effective communication within the Department. Department leaders must work diligently to convey the organizational ideals of excellent service, community involvement and continuous improvement to all personnel. Leaders should support these ideals by providing employees with the necessary tools to succeed in their respective areas of expertise.

Typically, individuals are recognized for high performance annually at a formal event. Recognition should be delivered on a more frequent and timely basis.

Providing police services to a community is an inherently difficult/dangerous operation. The experiences shared by members of specific divisions/units of the Department often foster high levels of cohesion and efficiency. From an organizational perspective, it would be of great benefit for this level of unity/efficiency to exist uniformly throughout the Department.

**Issue 2** - Recruit and retain high quality personnel.

**Description:** It is critical to hire highly qualified individuals to address the loss of current officers through retirement and other career changes. Competitive salaries and benefits are a means to attract and retain qualified employees.

The ability of the Yuma Police Department to compete with other law enforcement agencies for highly qualified employees is paramount. Our competitiveness decreases as the gap widens between compensation of the Department and other law enforcement agencies.

Historically, the Department's recruiting methods have not included national exposure or high-profile advertising in venues likely to attract quality applicants.





# POLICE DEPARTMENT

**Issue 3** - Staffing levels do not keep pace with service demands and emerging policing trends. This includes patrol officers, detectives, civilian employees and command staff.

**Description:** Yuma's population growth and the expansion of geographic boundaries are challenging the Department's ability to provide adequate services to the community.

Critical patrol functions serving the public have workloads exceeding staff capacity. These include traffic safety/enforcement, proactive patrolling and follow-up investigations.

Correlating numbers of investigators are required to address the issues involving violent crimes, narcotics, and white collar investigations.

Other support functions such as records, communications and training all have high liability associated with work products intended to protect the public and staff. Adequate staffing is critical to meet service demands.

As the number of line-level staff increases, so must the number of supervisors and command staff to ensure proper oversight and direction.

**Issue 4** - Deficiencies exist within current program(s) to develop future leaders of the Department.

**Description:** Opportunities for officers and civilian employees to obtain training and core competencies for succession planning are inadequate. Mentorship and guidance programs for current and future leaders are lacking in consistency and formal structure.

There is a need to identify employees with a desire to progress in their profession. Failure to provide them with the means to develop leadership skills limits the pool of qualified candidates and stifles personal development.





# POLICE DEPARTMENT

**Issue 5** - Equipment and fleet vehicles are aging and in need of replacement/upgrade to adequately support the Department.

**Description:** In order to carry out its mission, the Department consistently subjects vehicles and equipment to accelerated rates of wear and tear. The majority of the current vehicle fleet is aging, requires high levels of maintenance and is not fuel-efficient.

Evolving trends in technology and equipment applications present a constant challenge for the Police Department to keep pace with contemporary and effective delivery of law enforcement services.

Service life of current equipment is regularly exceeded, resulting in potential risk/liability. A structured replacement plan does not exist for equipment other than the recently updated vehicle replacement plan.



**Issue 6** - Facilities to support YPD services and growth are not adequate.

**Description:** On an increasing basis, finding sufficient room to conduct police operations in the main headquarters building has become difficult. The capacity and capabilities of the building have been surpassed by the expansion of services.

There is currently not enough space to adequately store all types of evidence at the headquarters building. This could potentially compromise the integrity of evidence waiting to be processed or stored. Satellite storage facilities were acquired and configured as a temporary solution. Use of these facilities does not conform to the best practices outlined by the International Association for Property and Evidence.

As the boundaries of the city continue to expand, the Department's services are adversely effected or delayed due to primarily operating from a centrally-located facility. Facilities have not kept pace with the needs of the Department and the community.



**IX. STRATEGIC DIRECTIONS**

Through identification of issues faced by employees of the Yuma Police Department, eight visionary strategic directions evolved. The strategic directions focus on all members of the Yuma Police Department and the community they serve. The Strategic Direction categories 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**

*“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”*

[John Quincy Adams](#)



## STRATEGIC DIRECTION 1.0 ORGANIZATIONAL CULTURE

- 1.1 ENCOURAGE EFFECTIVE COMMUNICATION WITHIN THE DEPARTMENT.
- 1.2 INCREASE CAMARADERIE AND COHESION WITHIN THE DEPARTMENT.
- 1.3 INCREASE COMMUNITY OUTREACH.

Sponsored By:

Lieutenant Brian Scanlan

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.





# POLICE DEPARTMENT

## STRATEGIC DIRECTION 1.0 ORGANIZATIONAL CULTURE

### OBJECTIVE 1.1 ENCOURAGE EFFECTIVE COMMUNICATION WITHIN THE DEPARTMENT

Action Items	Description	Year	Funding Source
1.1.1	At quarterly meetings for all first-line supervisors, challenges within the communication process will be identified, discussed and documented. Solutions to resolve or improve in these areas will be recommended and implemented.	1-5	ER
1.1.2	Police Command Staff will formally update Department employees regarding significant events, procedural updates, organizational direction, vision, goals and objectives.	1-5	ER
1.1.3	The Department will formalize a process to elicit constructive input from all employees regarding improvements to internal and external communications.	1-5	ER

### OBJECTIVE 1.2 INCREASE CAMARADERIE AND COHESION WITHIN THE DEPARTMENT

Action Items	Description	Year	Funding Source
1.2.1	Department-sponsored social gatherings or events for employees and family members will be held at least twice per year. Authorized family members and civilian employees will have opportunities to experience academy-style training on an annual basis, designated by the Training Unit Commander.	1-5	OP/ER
1.2.2	In addition to the programs currently in place, we will implement two additional methods to recognize commendable performance of our employees. We will increase our use of City of Yuma recognition programs.	1-5	ER
1.2.3	The Department will evaluate job satisfaction levels by incorporating measurement tools into the annual evaluation process.	1-5	OP/ER

Legend	
Year	Funding Source
1 = 2014-2015	ER = Existing Resources
2 = 2015-2016	NF = Not Funded
3 = 2016-2017	OP = Operating
4 = 2017-2018	GR = Grant
5 = 2018-2019	GF = General Fund
	SF = Self Funded
	CIP = Capital Improvement Project
	RICO = Assets seized via Racketeered Influenced & Corrupt Organizational Act



# POLICE DEPARTMENT

## STRATEGIC DIRECTION 1.0 ORGANIZATIONAL CULTURE

### OBJECTIVE 1.3 INCREASE COMMUNITY OUTREACH.

Action Items	Description	Year	Funding Source
1.3.1	The Department will reinforce our commitment to actively obtain input from external customers. The Quality Assurance supervisor will implement a process to randomly poll service recipients to determine satisfaction levels or areas in need of improvement.	1-5	ER
1.3.2	Form a neighborhood intervention committee comprised of City of Yuma representatives, residents and business partners to address community problems.	1-5	ER



Legend	
Year	Funding Source
1 - 2014-2015	ER - Existing Resources
2 - 2015-2016	NF - Not Funded
3 - 2016-2017	OP - Operating
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## STRATEGIC DIRECTION 2.0 STAFF RECRUITMENT AND RETENTION

2.1 INCREASE EMPLOYEE RETENTION

2.2 ENHANCE YPD EXPLORER AND VOLUNTEER PROGRAMS

2.3 EXPAND RECRUITMENT EFFORTS

2.4 REVITALIZE THE YPD RESERVE PROGRAM

Sponsored By:

Lieutenant Greg Counts

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.





# POLICE DEPARTMENT

## STRATEGIC DIRECTION 2.0 STAFF RECRUITMENT AND RETENTION

### OBJECTIVE 2.1 INCREASE EMPLOYEE RETENTION

Action Items	Description	Year	Funding Source
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.	1-3	OP/GR
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.	1-5	OP/GR
2.1.3	Standardize and implement a career development program for employees interested in promotion or specialty assignments.	2	OP/GR
2.1.4	Explore alternative employee evaluation processes.	1-3	OP/GR
2.1.5	Provide opportunities for employees to offer input on decisions involving their areas of expertise or assignment.	1-3	OP/GR

### OBJECTIVE 2.2 ENHANCE YPD EXPLORER AND VOLUNTEER PROGRAMS

Action Items	Description	Year	Funding Source
2.2.1	Increase awareness of programs and opportunities for local youth/students to learn about and begin careers in Law Enforcement.	1-2	OP/GR
2.2.2	Increase participation levels in Police Explorer and Industrial Cooperative Education (ICE) programs by all divisions of the Police Department.	1	OP/GR
2.2.3	Improve on recruiting efforts for Volunteers in Policing (VIPs). Tailor presentations to High School seniors.	1-5	OP/GR
2.2.4	Redesign the YPD “Police Explorers Program” portion of the Department website to be interactive and informative for students and parents/guardians.	1-3	OP/GR
2.2.5	Institute an Explorer merit award program based upon hours of community service and achieved proficiencies.	1-5	OP/GR

Legend	
Year	Funding Source
1 - 2014-2015	ER - Existing Resources
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# POLICE DEPARTMENT

## STRATEGIC DIRECTION 2.0 STAFF RECRUITMENT AND RETENTION

### OBJECTIVE 2.3 EXPAND RECRUITMENT EFFORTS

Action Items	Description	Year	Funding Source
2.3.1	Review recruiting and hiring processes to identify areas which impede efforts or cause delay. Develop solutions to address these areas.	1-2	OP/GR
2.3.2	Review successful programs, research best practices and strategies for recruitment. Incorporate model methods into current efforts/plan.	1-5	OP/GR
2.3.3	Expand the scope of recruitment efforts to include areas previously unaddressed.	1-5	OP/GR
2.3.4	Develop long-term recruitment strategies that focus on promoting the Department to local youth.	1-5	OP/GR

### OBJECTIVE 2.4 REVITALIZE THE YPD RESERVE PROGRAM

Action Items	Description	Year	Funding Source
2.4.1	Establish a committee to review and revise the current Reserve Program policies and practices. Identify resources required to operate a sustainable program.	1	OP/GR
2.4.2	Advertise and promote Reserve Program to increase interest and recruitment.	1-2	OP/GR
2.4.3	Maintain a Reserve Program with at least 5 active members.	1-5	OP/GR

Legend	
Year	Funding Source
1 - 2014-2015	ER - Existing Resources
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## STRATEGIC DIRECTION 3.0 PERSONNEL STAFFING LEVELS

### 3.1 ESTABLISH BASE STAFFING LEVELS

### 3.2 IMPLEMENTATION OF BASE STAFFING LEVELS

Sponsored By:

**Captain Rod Hamilton**

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. Although various ideas and theories have been utilized to determine ideal staffing levels in the past, developing studies are now available to better assess these needs via standardized formulas.

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.





# POLICE DEPARTMENT

## STRATEGIC DIRECTION 3.0 PERSONNEL STAFFING LEVELS

### OBJECTIVE 3.1 ESTABLISH BASE STAFFING LEVELS

Action Items	Description	Year	Funding Source
3.1.1	Identify annual service population.	1-5	ER/OP
3.1.2	Identify community needs and reasonable expectations for service levels.	1-5	ER/OP
3.1.3	Research and collate past service call data in order to project future call loads.	1-5	ER/OP
3.1.4	Adopt the International Chiefs of Police (IACP) recommended staffing formula and calculations for establishing baseline staffing levels of police first responders.	1-5	ER/OP, GR
3.1.5	Adopt an expanded staffing matrix based on proven and nationally recognized models to account for administrators, supervisors, support personnel and specialty assignment units.	1-5	ER/OP, GR

### OBJECTIVE 3.2 IMPLEMENTATION OF BASE STAFFING LEVELS

Action Items	Description	Year	Funding Source
3.2.1	Develop a baseline staffing level derived from projected Department needs. A report will be submitted annually, the first week of October and will be based on the adopted IACP formula and expanded staffing matrix.	1-5	ER
3.2.2	Explore potential funding sources to provide the full implementation of the annual recommended baseline staffing levels.	1-5	ER

Legend	
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1 - 2014-2015	ER - Existing Resources
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## Strategic Directions 4.0 PROFESSIONAL DEVELOPMENT/SUCCESSION PLANNING

- 4.1 CREATE AND FORMALIZE A SUCCESSION PLANNING SYSTEM FOR ALL DIVISIONS
- 4.2 EXPAND THE DEPARTMENT TRAINING UNIT TO INCORPORATE AN ENHANCED LEADERSHIP PROGRAM
- 4.3 EXPAND AND ENHANCE THE CAREER PATH DEVELOPMENT PROGRAM
- 4.4 EXPLORE ESTABLISHING A SUPERVISORY MENTORSHIP PROGRAM
- 4.5 IDENTIFY AND EXPLORE SUCCESSFUL METHODS OF EMPLOYEE EMPOWERMENT

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.

**Sponsored By:  
Captain Steve Suho**





# POLICE DEPARTMENT

## Strategic Directions 4.0 PROFESSIONAL DEVELOPMENT/SUCCESSION PLANNING

### OBJECTIVE 4.1 CREATE AND FORMALIZE A SUCCESSION PLANNING SYSTEM FOR ALL DIVISIONS

Action Items	Description	Year	Funding Source
4.1.1	Assess the current succession planning process employed by the Department. Identify areas of strength or in need of improvement.	1	ER
4.1.2	The Hiring and Recruiting Unit will track and identify projected vacancies in leadership roles.	1-5	ER
4.1.3	Identify the core competencies of each level of supervision. Department leaders will ensure at least two subordinates are prepared for promotion to the next level of supervision.	1-5	ER

### OBJECTIVE 4.2 EXPAND THE DEPARTMENT TRAINING UNIT TO INCORPORATE AN ENHANCED LEADERSHIP PROGRAM.

Action Items	Description	Year	Funding Source
4.2.1	Research, develop and provide specific training plans for each level of leadership.	1	ER
4.2.2	Establish and maintain a body of reference material for employees interested in promotion or leadership roles.	2	ER
4.2.3	Establish situational leadership training via tabletop or practical exercises.	1-2	ER

### OBJECTIVE 4.3 EXPAND AND ENHANCE THE CAREER PATH DEVELOPMENT PROGRAM

Action Items	Description	Year	Funding Source
4.3.1	Research and determine feasibility of creating a Career Path Specialist (CPS) position.	1-2	ER
4.3.2	Explore acquisition and utilization of program(s) designed to track and assess progression within individual development plans.	2	ER
4.3.3	On an annual basis, identify goals of each employee and customize individual training paths.	2-5	GR/ER

#### Legend

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# POLICE DEPARTMENT

## Strategic Directions 4.0 PROFESSIONAL DEVELOPMENT/SUCCESSION PLANNING

### OBJECTIVE 4.4 EXPLORE ESTABLISHING A SUPERVISORY MENTORSHIP PROGRAM

Action Items	Description	Year	Funding Source
4.4.1	Identify supervisors who excel in mentoring or have a strong interest in a mentorship program.	2	OP
4.4.2	Mentor employees who show leadership potential. Provide each employee with instruction, guidance and direction regarding leadership concepts and principles.	2	OP

### OBJECTIVE 4.5 IDENTIFY AND EXPLORE SUCCESSFUL METHODS OF EMPLOYEE EMPOWERMENT

Action Items	Description	Year	Funding Source
4.5.1	Empower staff by providing opportunities that allow them to participate in discussions and planning on important issues.	1-5	OP
4.5.2	Offer on-the-job training in other duty assignments and leadership roles, allowing employees to gain experience in areas other than their current position.	1-5	OP

*“To every man there comes in his lifetime that special moment when he is figuratively tapped on the shoulder and offered a choice to do a very special thing, unique to him and fitted to his talents. What a tragedy if that moment finds him unprepared or unqualified for the work which will be his finest hour.” - Sir Winston Churchill*

Legend	
Year	Funding Source
1 = 2014-2015	ER = Existing Resources
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# POLICE DEPARTMENT

## STRATEGIC DIRECTION 5.0 COMMUNITY POLICING

- 5.1 Implementing Organizational Transformation
- 5.2 Establishing Community Partnerships and Public Education
- 5.3 Enhancement of Daily Operation Procedures

**Sponsored By:**

**Captain Rod Hamilton**

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.





# POLICE DEPARTMENT

## STRATEGIC DIRECTION 5.0 COMMUNITY POLICING

### OBJECTIVE 5.1 IMPLEMENTING ORGANIZATIONAL TRANSFORMATION

Action Items	Description	Year	Funding Source
5.1.1	Implement the revised Yuma Police Department Vision Statement, Mission Statement and Core Values.	1	NF
5.1.2	Annual performance evaluations will reflect and assess an employee's understanding and application of the Community Policing philosophy.	2-5	NF
5.1.3	The Department will utilize intelligence-driven solutions via traditional and non-traditional policing methods to improve police services.	3-5	OP/GR/ER

### OBJECTIVE 5.2 ESTABLISHING COMMUNITY PARTNERSHIPS AND PUBLIC EDUCATION

Action Items	Description	Year	Funding Source
5.2.1	Expand productive and potential long-term relationships between the Yuma Police Department and the community.	1-3	OP/ER
5.2.2	Problem identification and prioritization will be a collaborative effort between the Police Department, area citizens and community stakeholders.	2-3	ER
5.2.3	The Department will expand the use of our Citizens Police Academy, Volunteers in Policing, Reserve Police Officer program and youth programs to enhance community outreach and education.	3-5	OP/ER

#### Legend

Year	Funding Source
1 - 2014-2015	ER - Existing Resources
2 - 2015-2016	NF - Not Funded
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**STRATEGIC DIRECTION 5.0 COMMUNITY POLICING**

**OBJECTIVE 5.3 ENHANCEMENT OF DAILY OPERATION PROCEDURES**

Action Items	Description	Year	Funding Source
5.3.1	Responsibility for identifying and addressing problems is delegated to the lowest appropriate level, with support from subordinates, peers and superiors alike.	2-3	ER
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.	2-3	ER
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.	3-5	OP/GR/ER

*“Every action we take, every interaction with a citizen, every moment we’re visible is a commercial for our profession.”*

*- Terry Hillard, former Superintendent of the Chicago Police Department*



Legend	
Year	Funding Source
1 - 2014-2015	ER - Existing Resources
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## STRATEGIC DIRECTION 6.0 FACILITIES PLANNING

**6.1 IDENTIFY CENTRALIZED AND DECENTRALIZED POLICE FUNCTIONS**

**6.2 EVALUATE CURRENT FACILITIES**

**6.3 DEVELOP A POLICE DEPARTMENT FACILITIES MASTER PLAN**

**Sponsored By:**

**Captain Randall Chapman and Captain Rod Hamilton**

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.





# POLICE DEPARTMENT

## STRATEGIC DIRECTION 6.0 FACILITIES PLANNING

### OBJECTIVE 6.1 IDENTIFY CENTRALIZED AND DECENTRALIZED POLICE FUNCTIONS

Action Items	Description	Year	Funding Source
6.1.1	Identify missions and operations which should remain housed within or attached to a centralized police headquarters building.	1	ER
6.1.2	Identify missions and operations which can be more appropriately housed within or delivered from decentralized facilities.	1	ER

### OBJECTIVE 6.2 EVALUATE CURRENT FACILITIES

Action Items	Description	Year	Funding Source
6.2.1	Evaluate facilities in relation to current and future Department needs and functions.	1-2	ER/GR
6.2.2	Determine reasonable end of service life or redevelopment time table for decentralized facilities which include: <ul style="list-style-type: none"> <li>• Also Building - remote vehicle storage</li> <li>• Kyla Avenue - remote evidence storage</li> <li>• Araby substation</li> <li>• Public Safety Training Facility</li> </ul>	2	ER

### OBJECTIVE 6.3 DEVELOP A POLICE DEPARTMENT FACILITIES MASTER PLAN

Action Items	Description	Year	Funding Source
6.3.1	Work with various City departments to forecast economic, population and geographic growth within the city.	3	ER
6.3.2	Establish classifications and minimum requirements for each type of decentralized facility.	3	ER/GR
6.3.3	Establish key criteria which the Department will use to implement the planning and development of facilities.	4	ER
6.3.4	Plan for future facility construction based on projections for growth, Department requirements and community needs.	5	ER

Legend	
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1 - 2014-2015	ER - Existing Resources
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## The Yuma Police Department Current Facilities Map

Current and projected facilities of the Yuma Police Department.

The facilities include:

1. The Police Department Headquarters located at 1500 S. 1st Avenue.
2. The Araby Police Substation located at 6390 E 24th Street.
3. The Public Safety Training Facility located at 3575 S. Avenue 4E.
4. Future Police Substation to be located within southern portion of the City limits.



City of Yuma Public Safety Training Facility



**YUMA POLICE DEPARTMENT  
2015 - 2020  
STRATEGIC MASTER PLAN  
FACILITIES LOCATION**

**Legend**

**Public Safety**

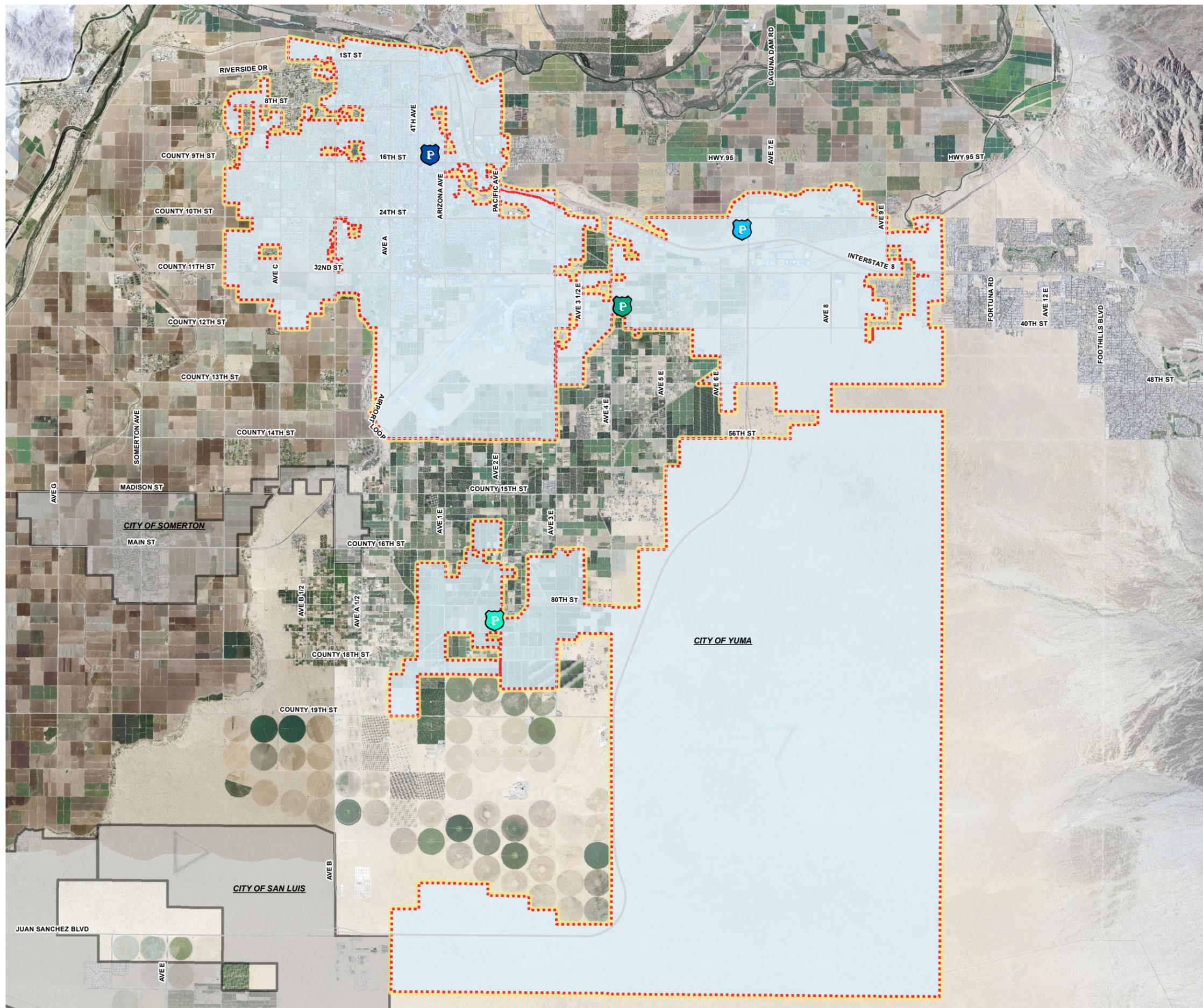
-  ARABY POLICE SUBSTATION
-  POLICE DEPARTMENT HEADQUARTERS
-  PUBLIC SAFETY TRAINING FACILITY
-  FUTURE POLICE SUBSTATION

**Governmental**

-  CITY OF YUMA
-  CITY OF SOMERTON
-  CITY OF SAN LUIS



Information Technology Services  
Enterprise GIS  
April 2014  
GPF220





# POLICE DEPARTMENT

## STRATEGIC DIRECTION 7.0 EQUIPMENT & TECHNOLOGY

- 7.1 DEVELOP AND ADOPT A CRITICAL EQUIPMENT REPLACEMENT PROGRAM TO REPLACE AGING OR OUTDATED EQUIPMENT.
- 7.2 INCREASE THE USE OF SOCIAL MEDIA AND TECHNOLOGY TO COMMUNICATE MORE EFFECTIVELY WITH THE COMMUNITY DURING CRITICAL INCIDENTS.
- 7.3 EXPAND THE USE OF SOCIAL MEDIA TECHNOLOGY TO COMMUNICATE MORE EFFECTIVELY WITH THE COMMUNITY DURING NORMAL OPERATIONS.

Sponsored By:

Lieutenant Daniel Wilkey and Heather Pyeatt-Morris

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





# POLICE DEPARTMENT

## STRATEGIC DIRECTION 7.0 EQUIPMENT & TECHNOLOGY

### OBJECTIVE 7.1 DEVELOP AND ADOPT A CRITICAL EQUIPMENT REPLACEMENT PROGRAM TO REPLACE AGING OR OUTDATED EQUIPMENT

Action Items	Description	Year	Funding Source
7.1.1	Identify items that will be included in the Critical Equipment Replacement Program.	1	NF
7.1.2	Establish the effective service life for each piece of critical equipment.	1	NF
7.1.3	Prioritize critical equipment to create a purchasing schedule.	1	NF
7.1.4	Institute purchasing cycles to allow a predetermined percentage of critical equipment to be replaced each year.	2	OP/GR
7.1.5	Identify annual funding to be placed in the appropriate accounts from which critical equipment replacement will occur.	2	OP/GR

### OBJECTIVE 7.2 INCREASE THE USE OF SOCIAL MEDIA AND TECHNOLOGY TO COMMUNICATE MORE EFFECTIVELY WITH THE COMMUNITY DURING CRITICAL INCIDENTS.

Action Items	Description	Year	Funding Source
7.2.1	Research a ‘push only’ communication system which allows the Department to send timely messages to the public via social media sites during emergencies.	1	GF/ER/GR
7.2.2	Explore implementation of a ‘reverse 911’ or other public notification system for sending notices to the public during emergency situations	1	GF/ER/GR
7.2.3	Identify funding sources for the purchase of social media and ‘reverse 911’ systems.	2	GF/ER/GR
7.2.4	Promote the new systems to the community and within the Department, while monitoring and soliciting feedback.	2-5	GF/ER/GR

Legend	
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1 - 2014-2015	ER - Existing Resources
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# POLICE DEPARTMENT

## STRATEGIC DIRECTION 7.0 EQUIPMENT & TECHNOLOGY

**OBJECTIVE 7.3 EXPAND THE USE OF SOCIAL MEDIA TECHNOLOGY TO COMMUNICATE MORE EFFECTIVELY WITH THE COMMUNITY DURING NORMAL OPERATIONS.**

Action Items	Description	Year	Funding Source
7.3.1	Explore web-based Crime Statistics/Mapping to provide better information access via the Department website.	2	ER
7.3.2	Re-establish an online reporting system for citizens to report minor offenses.	3	GR/ER



Legend	
Year	Funding Source
1 - 2014-2015	ER - Existing Resources
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*City of Yuma*

# POLICE DEPARTMENT

## STRATEGIC DIRECTION 8.0 PATROL FLEET VEHICLES

8.1 ESTABLISH VEHICLE REPLACEMENT GUIDELINES AND TIME TABLES.

8.2 IMPLEMENT A FLEET VEHICLE PLAN WHICH INCREASES DEPARTMENT EFFECTIVENESS.

Sponsored By:

Captain Rod Hamilton

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.





# POLICE DEPARTMENT

## STRATEGIC DIRECTION 8.0 PATROL FLEET VEHICLES

### OBJECTIVE 8.1 ESTABLISH VEHICLE REPLACEMENT GUIDELINES AND TIME TABLES.

Action Items	Description	Year	Funding Source
8.1.1	Update or create Department policy regarding vehicle replacement.	1	NF
8.1.2	Place all newly purchased vehicles and related equipment on an equipment replacement program (ERP).	1-3	NF

### OBJECTIVE 8.2 IMPLEMENT A FLEET VEHICLE PLAN WHICH INCREASES DEPARTMENT EFFECTIVENESS.

Action Items	Description	Year	Funding Source
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.	2-4	NF
8.2.2	Adopt a vehicle ratio of one vehicle for every first responder.	4-5	NF
8.2.3	Budget for and maintain spare vehicles at a minimum overage of 10%.	5	OP

Legend	
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**X. FISCAL YEAR ACTION ITEMS**

Action items to accomplish the Objectives are described in the following pages, and are grouped into schedules by fiscal year. Specific Department personnel have been assigned to accomplish each strategy. Assignments will be updated on an annual basis or at the discretion of the Office of the Chief of Police. The document outlining assignments and areas of responsibility will exist as an addendum to the Strategic Plan.

**OBJECTIVE 1.1 ENCOURAGE EFFECTIVE COMMUNICATION WITHIN THE DEPARTMENT**

**ACTION ITEM 1.1.1**

At quarterly meetings for all first-line supervisors, challenges within the communication process will be identified, discussed and documented. Solutions to resolve or improve in these areas will be recommended and implemented.

**DESCRIPTION:** A Communications Process Improvement Committee (CPIC) will be established, consisting of all first-line supervisors of the Department. Oversight of the CPIC will rest with the Patrol Administrative Sergeant.

**MEASURE OF SUCCESS:** The CPIC will produce an annual report detailing identified problems and remedial steps taken to make improvements. The report will be forwarded to the Office of the Chief of Police.

*Project Run 2015 - 2020*

**ACTION ITEM 1.1.2**

Police Command/Administrative Staff will formally update Department employees regarding significant events, procedural updates, organizational direction, vision, goals and objectives.

**DESCRIPTION:** This strategy will reduce the amount of misinformation that spreads if updates are not relayed in a timely fashion.

**MEASURE OF SUCCESS:** There will be a significant reduction in the number of complaints pertaining to lack of knowledge or information among employees. Supervisors will expend less time on addressing rumors or misinformation.

*Project Run 2015 - 2020*

**ACTION ITEM 1.1.3**

The Department will formalize a process to elicit constructive input from all employees regarding improvements to internal and external communications.

**DESCRIPTION:** Implementation of an addendum to the annual evaluation process, wherein employees have increased opportunity to submit ideas for improvement.

**MEASURE OF SUCCESS:** Evaluation and effectiveness of revisions to communications processes will increase significantly.

*Project Run 2015 - 2020*





# POLICE DEPARTMENT

## OBJECTIVE 1.2 INCREASE CAMARADERIE AND COHESION WITHIN THE DEPARTMENT

### ACTION ITEM 1.2.1

Department-organized social gatherings or events for employees and family members will be held at least four times per year. Authorized family members and civilian employees will have opportunities to experience academy-style training on an annual basis, designated by the Training Unit Commander.

**DESCRIPTION:** The purpose of this strategy is to increase cohesion within divisions and throughout the Police Department.

**MEASURE OF SUCCESS:** The events are held, academy-style training is offered, and employees/family members attend.

*Project Run 2015 - 2020*

### ACTION ITEM 1.2.2

In addition to the programs currently in place, we will implement two additional methods to recognize commendable performance of our employees. We will increase our use of City of Yuma recognition programs.

**DESCRIPTION:** Recognition of employees for commendable service can promote a sense of worth and satisfaction throughout the Department.

**MEASURE OF SUCCESS:** The additional methods of recognition will be implemented and documented.

*Project Run 2015 - 2020*

## OBJECTIVE 1.3 INCREASE COMMUNITY OUTREACH

### ACTION ITEM 1.3.1

The Department will reinforce our commitment to actively obtain input from external customers. The Quality Assurance supervisor will implement a process to randomly poll service recipients to determine satisfaction levels or areas in need of improvement.

**DESCRIPTION:** To successfully provide a high level of service to customers it is necessary to understand how their needs are being met.

**MEASURE OF SUCCESS:** Random surveys will be conducted for at least 15 events per month. Results will be evaluated and discussed at staff meetings.

*Project Run 2015 - 2020*

### ACTION ITEM 1.2.3

The Department will evaluate job satisfaction levels by incorporating measurement tools into the annual evaluation process.

**DESCRIPTION:** This strategy aims to provide effective indicators on the Department's level of morale and camaraderie.

**MEASURE OF SUCCESS:** An addendum to the annual evaluation will be developed to elicit feedback on potential improvements.

*Project Run 2015 - 2020*

### ACTION ITEM 1.3.2

Form a neighborhood intervention committee comprised of City of Yuma representatives, residents and business partners to address community problems.

**DESCRIPTION:** The purpose of this strategy is ensure coordination between members of the community, other City departments and the Police Department.

**MEASURE OF SUCCESS:** Implementation of a functioning and active committee.

*Project Run 2015 - 2020*





OBJECTIVE 2.1 INCREASE EMPLOYEE RETENTION

**ACTION ITEM 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.

**DESCRIPTION:** The purpose of this strategy is to identify factors influencing job satisfaction of current and departing employees.

**MEASURE OF SUCCESS:** Establishment of a database of factors influencing employee retention/satisfaction.

*Project Run 2015 - 2016*

**ACTION ITEM 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.

**DESCRIPTION:** Offering additional compensation and benefits for specialized skills or nontraditional work shifts will help increase employee retention.

**MEASURE OF SUCCESS:** Identification and prioritization of motivational or incentive programs that can be implemented to promote employee retention.

*Project Run 2015 - 2016*

**ACTION ITEM 2.1.3**

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

**DESCRIPTION:** Having a formal program will clarify the means by which employees can attain their goals and embark on successful, long-term careers.

**MEASURE OF SUCCESS:** A career development program is established.

*Project Run 2016 - 2017*

**ACTION ITEM 2.1.4**

Explore alternative employee evaluation processes.

**DESCRIPTION:** Comprehensive employee evaluations are essential for the Department and employees to recognize accomplishments and areas for improvement.

**MEASURE OF SUCCESS:** Implementation of an alternate improved evaluation program.

*Project Run 2015 - 2020*

**ACTION ITEM 2.1.5**

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

**DESCRIPTION:** Incorporating productive ideas from employees into decision-making processes promotes buy-in and job satisfaction.

**MEASURE OF SUCCESS:** Implementation and adoption of a program to invite employee feedback and input.

*Project Run 2015 - 2020*





**OBJECTIVE 2.2 ENHANCE YPD EXPLORER AND VOLUNTEER PROGRAMS**

**ACTION ITEM 2.2.1**

Increase awareness of programs and opportunities for local youth/students to learn about and begin careers in Law Enforcement.

**DESCRIPTION:** Educating local youth about Department-sponsored programs will generate additional interest and participation.

**MEASURE OF SUCCESS:** Development and presentation of law enforcement as a career path in at least five educational institutions/venues per year.

*Project Run 2015 - 2016*

**ACTION ITEM 2.2.2**

Increase participation levels in Police Explorer and Industrial Cooperative Education (ICE) programs by all divisions of the Police Department.

**DESCRIPTION:** Exposure to a variety of Department functions will increase interest levels and knowledge base of Explorer/ICE participants.

**MEASURE OF SUCCESS:** Police Explorer and ICE programs will be expanded to include training and mentoring opportunities in all divisions of the Department.

*Project Run 2015 - 2016*

**ACTION ITEM 2.2.3**

Improve on recruiting efforts for Volunteers in Policing (VIPs). Tailor presentations to High School seniors.

**DESCRIPTION:** In an effort to draw more participants, the VIP program will be expanded to include recruitment at the high school level.

**MEASURE OF SUCCESS:** Increase participation in the VIP program by 10%.

*Project Run 2015 - 2016*

**ACTION ITEM 2.2.4**

Revise and update the YPD "Police Explorers Program" portion of the Department website to be interactive and informative for students and parents/guardians.

**DESCRIPTION:** Making the website more user-friendly will promote additional interest and participation in the Explorer Program.

**MEASURE OF SUCCESS:** Complete updates to the website. Ensure website is reviewed and updated at least quarterly.

*Project Run 2015 - 2017*

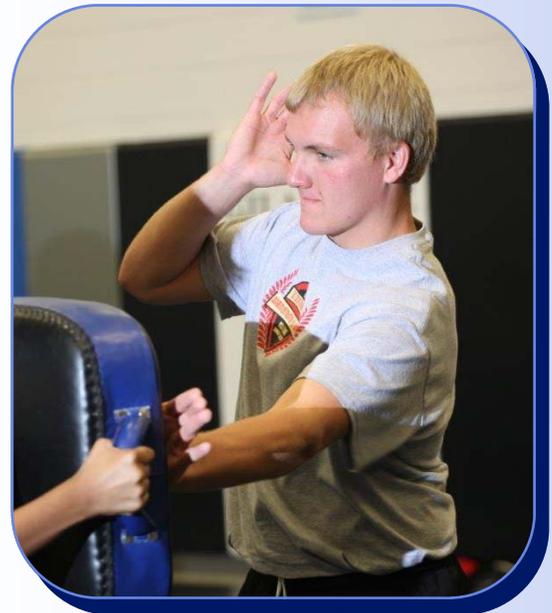
**ACTION ITEM 2.2.5**

Institute an Explorer merit award program based upon hours of community service and achieved proficiencies.

**DESCRIPTION:** In order to recognize achievements and promote development of Explorer Program participants, award functions and activities will be expanded.

**MEASURE OF SUCCESS:** Implementation of a formal merit award program.

*Project Run 2015 - 2017*





OBJECTIVE 2.3 EXPAND RECRUITMENT EFFORTS

ACTION ITEM 2.3.1

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

**DESCRIPTION:** Updating recruiting and hiring processes will make the Department more competitive and successful in reaching quality applicants.

**MEASURE OF SUCCESS:** Identification and modification of processes which delay or complicate hiring efforts.

*Project Run 2015 - 2016*

ACTION ITEM 2.3.2

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

**DESCRIPTION:** Researching and taking advantage of contemporary recruiting methods will result in a larger and more-qualified candidate pool.

**MEASURE OF SUCCESS:** Implementation of revised recruiting practices/strategies.

*Project Run 2015 - 2016*

ACTION ITEM 2.3.3

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

**DESCRIPTION:** Assertively advertising in venues and regions previously unexplored by the Department.

**MEASURE OF SUCCESS:** 20% increase in participation at available recruiting venues.

*Project Run 2015 - 2017*

ACTION ITEM 2.3.4

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

**DESCRIPTION:** Cultivating local applicants produces employees with ties to the community and an understanding of regional issues.

**MEASURE OF SUCCESS:** 10% increase in applications from Yuma-area residents.

*Project Run 2015 - 2017*





# POLICE DEPARTMENT

## OBJECTIVE 2.4 REVITALIZE THE YPD RESERVE PROGRAM

### ACTION ITEM 2.4.1

Establish a committee to review and revise the current Reserve Program, policies and practices. Identify resources required to operate a sustainable program.

**DESCRIPTION:** The Reserve Program policies and practices are in need of revision to attract and retain potential members.

**MEASURE OF SUCCESS:** Within three months, the Reserve Program committee is established and begins review of policies and practices. Within six months, revisions are completed.

*Project Run 2015 - 2017*

### ACTION ITEM 2.4.2

Advertise and promote Reserve Program to increase interest and recruitment.

**DESCRIPTION:** Contemporary promotion of the Reserve Program will increase interest levels and membership.

**MEASURE OF SUCCESS:** Membership level increases by at least 1-3 Reserves.

*Project Run 2015 - 2017*

### ACTION ITEM 2.4.3

Maintain a Reserve program with at least 5 active members.

**DESCRIPTION:** Having at least 5 active members will enable the Reserve contingent to augment the current needs of the Department.

**MEASURE OF SUCCESS:** Each Reserve officer will provide at least 10 hours of service per month.

*Project Run 2015 - 2020*





**OBJECTIVE 3.1 ESTABLISH BASE STAFFING LEVELS**

**ACTION ITEM 3.1.1**

Identify the annual service population.

**DESCRIPTION:** Understanding the number of people within the service area will enable the Department to tailor staffing requirements to community needs.

**MEASURE OF SUCCESS:**

Establish and implement baseline staffing recommendations.

*Project Run 2015 - 2016*

**ACTION ITEM 3.1.2**

Identify community needs and reasonable expectations for service levels.

**DESCRIPTION:** Receiving input from the community will result in alignment of priorities which influence staffing levels.

**MEASURE OF SUCCESS:**

Staffing and service levels meet reasonable community expectations.

*Project Run 2015 - 2017*

**ACTION ITEM 3.1.3**

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

**DESCRIPTION:** Historical data is a viable resource for calculating future service requirements and staffing needs.

**MEASURE OF SUCCESS:**

Review and utilization of historical service call data to project required staffing levels.

*Project Run 2015 - 2016*

**ACTION ITEM 3.1.4**

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

**DESCRIPTION:** Transition to the IACP model brings the Department into alignment with proven and nationally recognized methodologies for determining appropriate staffing levels.

**MEASURE OF SUCCESS:**

Incorporation of timely and consistent adjustments to staffing levels based on IACP model forecasts and calculations.

*Project Run 2015 - 2016*

**ACTION ITEM 3.1.5**

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

**DESCRIPTION:** Transitioning to contemporary and proven methods will standardize span of control and support staff distribution.

**MEASURE OF SUCCESS:**

Incorporation of timely and consistent adjustments to staffing levels based on forecasts and recommendations.

*Project Run 2015 - 2017*





# POLICE DEPARTMENT

## OBJECTIVE 3.2 DEVELOP BASELINE STAFFING LEVELS

### ACTION ITEM 3.2.1

Develop a baseline staffing level derived from projected Department needs. A report will be submitted annually, the first week of October and will be based on the adopted IACP formula and expanded staffing matrix.

**DESCRIPTION:** The ability to obtain sufficient staffing levels will provide the opportunity to conserve time and resources.

**MEASURE OF SUCCESS:**  
Progress will be identified in annual report.

*Project Run 2015 - 2016*

### ACTION ITEM 3.2.2

Explore potential funding sources to provide the full implementation of the annual recommended baseline staffing levels.

**DESCRIPTION:** Currently funding is not available to meet baseline staff levels.

**MEASURE OF SUCCESS:**  
Funding resources are identified.

*Project Run 2015 - 2016*



## OBJECTIVE 4.1 CREATE AND FORMALIZE A SUCCESSION PLANNING SYSTEM FOR ALL DIVISIONS

### ACTION ITEM 4.1.1

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

**DESCRIPTION:** Research and identify effective succession or leadership models and processes/attributes.

**MEASURE OF SUCCESS:** Implement the best model or process to suit the Department's needs.

*Project Run 2015 - 2016*

### ACTION ITEM 4.1.2

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

**DESCRIPTION:** Identifying leadership needs of the Department will allow positions to be filled in a timely manner by qualified employees.

**MEASURE OF SUCCESS:** Findings/concerns will be reported to the command staff at least twice per year.

*Project Run 2015 - 2020*

### ACTION ITEM 4.1.3

Identify the core competencies of each level of supervision. Department leaders will ensure at least two subordinates are prepared for promotion to the next level of supervision.

**DESCRIPTION:** Consistency in supervisory training and preparation will lead to better qualified candidates for leadership roles.

**MEASURE OF SUCCESS:** Employees transitioning to supervisory positions will demonstrate proficiency in the identified core competencies.

*Project Run 2015 - 2016*



# POLICE DEPARTMENT

**OBJECTIVE 4.2**  
**EXPAND THE DEPARTMENT TRAINING UNIT TO INCORPORATE AN ENHANCED LEADERSHIP PROGRAM.**

**ACTION ITEM 4.2.1**

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

**DESCRIPTION:** Each level of leadership requires unique and specific knowledge and skill sets.

**MEASURE OF SUCCESS:** An in-house leadership program is established and administered by the Training Unit.

*Project Run 2015 - 2017*

**ACTION ITEM 4.2.2**

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

**DESCRIPTION:** Employees with access to reference materials will be better prepared for promotional processes and leadership roles.

**MEASURE OF SUCCESS:** A library/body of reference material is established and accessible to Department employees through the Training Unit.

*Project Run 2016 – 2017*

**ACTION ITEM 4.2.3**

Establish in-house situational leadership training via tabletop or practical exercises.

**DESCRIPTION:** In-house exercises will provide leadership training in areas specific to Department responses, policies and protocol.

**MEASURE OF SUCCESS:** Tabletop or situational exercises for current and prospective supervisors will be held at least twice per year.

*Project Run 2015 - 2017*

**OBJECTIVE 4.3**  
**EXPAND AND ENHANCE THE CAREER PATH DEVELOPMENT PROGRAM**

**ACTION ITEM 4.3.1**

Research and determine feasibility of creating a Career Path Specialist (CPS) position.

**DESCRIPTION:** A Career Path Specialist’s services may bring focus, clarity and structure to the career plans of employees.

**MEASURE OF SUCCESS:** Research to evaluate feasibility of creating a CPS position is completed, and recommendations follow accordingly.

*Project Run 2015 - 2016*

**ACTION ITEM 4.3.2**

Explore acquisition and utilization of program(s) designed to track and assess progression within individual development plans.

**DESCRIPTION:** Standardization and tracking of progression within career plans would ensure consistency and maximize effectiveness.

**MEASURE OF SUCCESS:** Determine existence of programs suited to Department needs, followed by recommendations for implementation.

*Project Run 2016 – 2017*

**ACTION ITEM 4.3.3**

On an annual basis, identify goals of each employee and customize individual training paths.

**DESCRIPTION:** Establishing career pathways will assist employees and the Department in attaining common goals.

**MEASURE OF SUCCESS:** Each employee will have a structured individual training plan in their personnel file.

*Project Run 2015 - 2020*



# POLICE DEPARTMENT

## OBJECTIVE 4.4 EXPLORE ESTABLISHING A SUPERVISORY MENTORSHIP PROGRAM

### ACTION ITEM 4.4.1

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

**DESCRIPTION:** Starting a mentorship program with experienced and dedicated supervisors will increase success of the program.

**MEASURE OF SUCCESS:** A group of supervisors is identified and assigned to the program.

*Project Run 2016 – 2017*

### ACTION ITEM 4.4.2

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

**DESCRIPTION:** Mentoring potential leaders will result in better prepared applicants for leadership positions and roles.

**MEASURE OF SUCCESS:** Potential leaders are identified and included in the mentorship programs.

*Project Run 2016 – 2020*

## OBJECTIVE 4.5 IDENTIFY AND EXPLORE SUCCESSFUL METHODS OF EMPLOYEE EMPOWERMENT

### ACTION ITEM 4.5.1

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

**DESCRIPTION:** Employees gain greater knowledge and increased ownership of organizational goals, objectives and policies, benefitting the Department as a whole.

**MEASURE OF SUCCESS:** The development and implementation of a process that promotes employee participation on important decisions and planning.

*Project Run 2015 - 2020*

### ACTION ITEM 4.5.2

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

**DESCRIPTION:** Employees gain greater knowledge and experience by participating in Department-wide operations.

**MEASURE OF SUCCESS:** Implementation of a regular on-the-job training program that provides exposure to other assignments and leadership roles.

*Project Run 2015 - 2020*





# POLICE DEPARTMENT

## OBJECTIVE 5.1 IMPLEMENTING ORGANIZATION TRANSFORMATION

### ACTION ITEM 5.1.1

Implement the revised Yuma Police Department Vision Statement, Mission Statement and Core Values.

**DESCRIPTION:**

The agency’s Mission Statement, Vision Statement and Core Values provide Department staff with clear and concise expectations of what is important to us, how we conduct ourselves and perform our duties.

**MEASURE OF SUCCESS:** Employees adopt and demonstrate the Vision Statement, Mission Statement and Core Values in their daily operations. This will be documented within their performance evaluations.

*Project Run 2015 - 2016*

### ACTION ITEM 5.1.2

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

**DESCRIPTION:** Including the Community Policing philosophy in annual evaluations will inspire employees to adopt and apply the concepts to their duties and activities.

**MEASURE OF SUCCESS:** Performance evaluations are revised to include Community Policing accomplishments.

*Project Run 2016 – 2020*

### ACTION ITEM 5.1.3

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

**DESCRIPTION:**

Intelligence-driven methods encompass collection, correlation and interpretation of available data to assist in identifying crime patterns and potential solutions.

**MEASURE OF SUCCESS:**

The practice of intelligence-driven policing is implemented.

*Project Run 2015 - 2017*

## OBJECTIVE 5.2 ESTABLISHING COMMUNITY PARTNERSHIPS AND PUBLIC EDUCATION

### ACTION ITEM 5.2.1

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

**DESCRIPTION:**

The Department will seize opportunities to interact with community members, establish partnerships and encourage public education on Department functions and operations.

**MEASURE OF SUCCESS:** Increase staff and citizen interaction regarding community topics and events.

*Project Run 2015 - 2020*

### ACTION ITEM 5.2.2

Problem identification and prioritization will be a collaborative effort between the Police Department, neighborhood residents, business leaders and community stakeholders.

**DESCRIPTION:** Increasing partnerships, public education, and collaborative problem-solving efforts will benefit the community and the Department alike.

**MEASURE OF SUCCESS:** Identification and prioritization of localized problems will lead to more specific and timely resolutions.

*Project Run 2016 – 2020*

### ACTION ITEM 5.2.3

The Department will expand the use of our Citizens Police Academy, Volunteers in Policing, Reserve Police Officer program and youth programs to enhance community outreach and education.

**DESCRIPTION:**

Expanding Department outreach and education programs will provide additional opportunities to share information, gain input, and solidify positive relationships within the community.

**MEASURE OF SUCCESS:**

Expansion and increased participation in the programs (as outlined in objectives 2.2, 2.3 and 2.4) is reflected in the annual report or unit assessment.

*Project Run 2017– 2020*



# POLICE DEPARTMENT

## OBJECTIVE 5.3 ENHANCEMENT OF DAILY OPERATION PROCEDURES

### ACTION ITEM 5.3.1

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

**DESCRIPTION:** All employees are empowered and encouraged to solve problems at their level, in a timely and accurate manner.

**MEASURE OF SUCCESS:** Reduction in response time and repeat calls for problematic areas or situations.

*Project Run 2015 - 2020*

### ACTION ITEM 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.

**DESCRIPTION:** Working with community partners results in better assessment of problems and leads to tailored and more effective responses.

**MEASURE OF SUCCESS:** Reduction in repeat calls for service for problematic areas and situations as a result of information that is readily exchanged.

*Project Run 2015 - 2020*

### ACTION ITEM 5.3.3

With the goal of deterring criminal activity before it occurs, Department staff will be given time to pro-actively implement the concepts of Community Policing.

**DESCRIPTION:** Proactive approaches to reducing criminal activity and solving problems is more effective than reaction-based policing.

**MEASURE OF SUCCESS:** The amount of time dedicated to proactive and officer-initiated problem-solving increases.

*Project Run 2015 - 2020*

## OBJECTIVE 6.1 IDENTIFY CENTRALIZED AND DECENTRALIZED POLICE FUNCTIONS

### ACTION ITEM 6.1.1

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

**DESCRIPTION:** Identification of centrally located missions and functions will allow for appropriate planning and distribution of these resources.

**MEASURE OF SUCCESS:** Centralized functions and missions are evaluated and recommendations made.

*Project Run 2015 - 2016*

### ACTION ITEM 6.1.2

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

**DESCRIPTION:** Identification of decentralized missions and functions will allow for appropriate planning and distribution of resources.

**MEASURE OF SUCCESS:** Decentralized functions and missions are evaluated and recommendations made.

*Project Run 2015 - 2016*





# POLICE DEPARTMENT

## OBJECTIVE 6.2 EVALUATE CURRENT FACILITIES

### ACTION ITEM 6.2.1

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

**DESCRIPTION:**

Evaluation of facilities will determine how Department infrastructure should be prioritized and allocated.

**MEASURE OF SUCCESS:**

Optimal standards and functions for each facility will be established.

*Project Run 2015 - 2016*

### ACTION ITEM 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

**DESCRIPTION:** Facility evaluation and planning will lead to long-term improvements in function and service.

**MEASURE OF SUCCESS:** Results of facility evaluations will be used in the development of the Facilities Master Plan.

*Project Run 2015 - 2017*



## OBJECTIVE 6.3 DEVELOP A POLICE DEPARTMENT FACILITIES MASTER PLAN

### ACTION ITEM 6.3.1

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

**DESCRIPTION:** Predicting growth will allow the Department to provide appropriate facilities for delivery of services to the community as it expands.

**MEASURE OF SUCCESS:** Information is compiled to be used in development of the Facilities Master Plan.

*Project Run 2017 - 2019*

### ACTION ITEM 6.3.2

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

**DESCRIPTION:** Establishing a list of requirements will aid in budgeting and prevent critical facility design and functions from being overlooked.

**MEASURE OF SUCCESS:** Classifications and minimum requirements for decentralized facilities are established.

*Project Run 2017- 2020*

### ACTION ITEM 6.3.3

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

**DESCRIPTION:** Establishing criteria for expansion will provide clear guidance on when to begin planning for additional facilities.

**MEASURE OF SUCCESS:** Key criteria to trigger planning and development of facilities are established.

*Project Run 2017 - 2019*



# POLICE DEPARTMENT

**OBJECTIVE 6.3**  
**DEVELOP A POLICE DEPARTMENT FACILITIES MASTER PLAN**

**ACTION ITEM 6.3.4**

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

**DESCRIPTION:**

Planning for needs of the Department and the community will lead to expansion of facilities in the most efficient manner.

**MEASURE OF SUCCESS:** A Facilities Master Plan is developed utilizing current and accurate information, thereby ensuring all necessary design elements are included.

*Project Run 2017– 2020*



**OBJECTIVE 7.1**  
**DEVELOP AND ADOPT A CRITICAL EQUIPMENT REPLACEMENT PROGRAM TO REPLACE AGING OR OUTDATED EQUIPMENT**

**ACTION ITEM 7.1.1**

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

**DESCRIPTION:**

Identifying failing, obsolete, and expendable items is the first step of a systematic replacement process.

**MEASURE OF SUCCESS:**

The Department will establish a critical equipment list outlining which items need to be replaced regularly.

*Project Run 2015 - 2017*

**ACTION ITEM 7.1.2**

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

**DESCRIPTION:**

Evaluating effective service life of equipment will define regular replacement intervals.

**MEASURE OF SUCCESS:**

Service life for each piece of critical equipment is determined.

*Project Run 2015 - 2017*

**ACTION ITEM 7.1.3**

Prioritize critical equipment to create a purchasing schedule.

**DESCRIPTION:**

A purchasing schedule plan will clearly outline when acquisitions and expenditures for critical equipment should occur.

**MEASURE OF SUCCESS:**

A purchasing schedule for critical equipment is generated and utilized.

*Project Run 2015 - 2017*



# POLICE DEPARTMENT

**OBJECTIVE 7.1**  
**DEVELOP AND ADOPT A CRITICAL EQUIPMENT REPLACEMENT PROGRAM TO REPLACE AGING OR OUTDATED EQUIPMENT (CONT.)**

**ACTION ITEM 7.1.4**

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

**DESCRIPTION:** Planning future purchases allows aging equipment to be replaced without significant budgetary impact.

**MEASURE OF SUCCESS:** The schedule to replace critical equipment is adopted.

*Project Run 2016 – 2017*

**ACTION ITEM 7.1.5**

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

**DESCRIPTION:** Advance budget planning will ensure funds are available to make purchases of critical equipment scheduled for replacement.

**MEASURE OF SUCCESS:** Funds are available and distributed in accordance with the needs of the Department.

*Project Run 2016 – 2017*



**OBJECTIVE 7.2**  
**INCREASE SOCIAL MEDIA UTILIZATION TO IMPROVE COMMUNICATION WITH THE COMMUNITY**

**ACTION ITEM 7.2.1**

Research a ‘push only’ communication system which allows the Department to send timely messages to the public via social media sites during emergencies.

**DESCRIPTION:** Pursuing advances in technology will improve the Department’s effectiveness in disseminating important information.

**MEASURE OF SUCCESS:** Contemporary communications systems are evaluated, and the one(s) best suited to the Department’s goals are implemented.

*Project Run 2015 - 2017*

**ACTION ITEM 7.2.2**

Explore implementation of a ‘reverse 911’ or other public notification system for sending notices to the public during emergency situations.

**DESCRIPTION:** Implementing a ‘reverse 911’ or comparable system will provide an additional platform for the Department to notify the public of critical incidents.

**MEASURE OF SUCCESS:** Evaluation of reverse notification systems is completed and recommendations are made.

*Project Run 2015 - 2017*

**ACTION ITEM 7.2.3**

Identify funding sources for the purchase of social media and ‘reverse 911’ systems.

**DESCRIPTION:** Identification of funding sources will allow the Department to plan for acquisition and maintenance of critical incident communication system(s).

**MEASURE OF SUCCESS:** Funding sources are identified and set aside.

*Project Run 2015 - 2016*



**OBJECTIVE 7.2**  
**INCREASE SOCIAL MEDIA UTILIZATION TO IMPROVE COMMUNICATION WITH THE COMMUNITY (CONT.)**

**ACTION ITEM 7.2.4**

Promote the new systems to the community and within the Department, while monitoring and soliciting feedback.

**DESCRIPTION:** Promoting new communication systems to internal and external customers will expand the Department’s ability to communicate quickly and effectively.

**MEASURE OF SUCCESS:** Feedback on new systems will be solicited and evaluated to determine effectiveness.

*Project Run 2016 – 2017*



**OBJECTIVE 7.3**  
**EXPAND THE USE OF SOCIAL MEDIA TECHNOLOGY TO COMMUNICATE MORE EFFECTIVELY WITH THE COMMUNITY DURING NORMAL OPERATIONS.**

**ACTION ITEM 7.3.1**

Explore web-based Crime Statistics/Mapping to provide better information access via the Department website.

**DESCRIPTION:** Improving website functions will provide an additional resource for the public to acquire information about crime statistics within the City.

**MEASURE OF SUCCESS:** The Department website is updated to include statistical information about crime trends.

*Project Run 2015 - 2017*

**ACTION ITEM 7.3.2**

Re-establish an online reporting system for citizens to report minor offenses.

**DESCRIPTION:** Online reporting provides a convenient, timely venue for victims and allows first responders to concentrate on in-progress events and crime prevention.

**MEASURE OF SUCCESS:** Online reporting is re-established and publicized.

*Project Run 2015 - 2017*





# POLICE DEPARTMENT

**OBJECTIVE 8.1**  
**IMPLEMENT A FLEET VEHICLE PLAN WHICH INCREASES DEPARTMENT EFFECTIVENESS.**

**ACTION ITEM 8.1.1**

Update or create Department policy regarding vehicle replacement.

**DESCRIPTION:**

Refining policies and guidelines for vehicle replacement is necessary due to changes in safety features, vehicle deployment and advances in technology.

**MEASURE OF SUCCESS:**

Department policies will be updated or created to reflect current objectives for fleet vehicles.

*Project Run 2015 - 2016*

**ACTION ITEM 8.1.2.**

Place all newly purchased vehicles and related equipment on an equipment replacement program (ERP).

**DESCRIPTION:**

An ERP for all new vehicles and related equipment will improve fiscal responsibility of the Department by reducing maintenance costs, improving reliability and enhancing safety.

**MEASURE OF SUCCESS:**

Within 3 years, all vehicles and equipment matching the established criteria will be listed on an ERP.

*Project Run 2016 – 2020*



**OBJECTIVE 8.2**  
**IMPLEMENT A FLEET VEHICLE PLAN WHICH INCREASES DEPARTMENT EFFECTIVENESS.**

**ACTION ITEM 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.

**DESCRIPTION:**

Reducing the number of operators per vehicle is the first step towards attaining a target ratio of 1:1.

**MEASURE OF SUCCESS:**

The ratio is adopted within the scheduled time frame.

*Project Run 2015 - 2017*

**ACTION ITEM 8.2.2**

Adopt a vehicle ratio of one vehicle for every first responder.

**DESCRIPTION:**

A 1:1 ratio will lead to longer service life of vehicles, lower maintenance costs and more efficient response to critical incidents.

**MEASURE OF SUCCESS:**

The appropriate number of vehicles are acquired to achieve the 1:1 ratio.

*Project Run 2019 - 2020*

**ACTION ITEM 8.2.3**

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

**DESCRIPTION:**

Spare vehicles are needed to allow for maintenance procedures, vehicles taken out of service unexpectedly, and other unforeseen factors.

**MEASURE OF SUCCESS:**

The appropriate number of spare vehicles are acquired to maintain an average of 10%.

*Project Run 2019 - 2020*



# POLICE DEPARTMENT

## XI. AREAS OF RESPONSIBILITY

### 1.0 Organizational Culture - Communication/Camaraderie/Community Outreach

Action Items	Description (overview)	Responsibility	Strategy Leader
1.1.1	Communication - improvements	CPIC - Patrol Admin Sergeant	Lt. B. Scanlan
1.1.2	Department Updates	Chief's Office/Command Staff	Lt. B. Scanlan
1.1.3	Employee Input/Evaluations	Chief's Office/Command Staff	Lt. B. Scanlan
1.2.1	Department Events	Support Services Commander	Lt. B. Scanlan
1.2.2	Employee Recognition	Awards Board Commander	Lt. B. Scanlan
1.2.3	Job satisfaction - Evaluation	Quality Assurance Sergeant	Lt. B. Scanlan
1.3.1	Poll external customers	Quality Assurance Sergeant	Lt. B. Scanlan
1.3.2	Neighborhood Intervention Comm.	Patrol Division Captain	Lt. B. Scanlan

### 2.0 Staff Recruitment/Retention - Increase Retention/Expand Recruiting/Enhance Volunteer Programs

Action Items	Description (overview)	Responsibility	Strategy Leader
2.1.1	Job Satisfaction - current employees	Support Division Captain	Lt. G. Counts
2.1.2	Employee Benefit Programs	Chief's Office/Command Staff	Lt. G. Counts
2.1.3	Career Development	Support Division Captain	Lt. G. Counts
2.1.4	Employee Evaluation process	Chief's Office/Command Staff	Lt. G. Counts
2.1.5	Employee Input/decisions	Chief's Office/Command Staff	Lt. G. Counts
2.2.1	Youth Program Awareness	Special Services Commander	Lt. G. Counts
2.2.2	Increase participation - Explorers	Special Services Commander	Lt. G. Counts
2.2.3	Recruit additional Volunteers	Support Division Captain	Lt. G. Counts
2.2.4	Improve YPD Website - Explorers	Special Services Commander	Lt. G. Counts
2.2.5	Explorer merit award program	Special Services Commander	Lt. G. Counts
2.3.1	Review recruiting process	Support Division Captain	Lt. G. Counts
2.3.2	Implement recruiting improvements	Support Division Captain	Lt. G. Counts
2.3.3	Expand recruitment efforts	Support Division Captain	Lt. G. Counts
2.3.4	Long-term recruitment-local youth	Support Division Captain	Lt. G. Counts
2.4.1	Reserve Program Committee	Support Division Captain	Lt. G. Counts
2.4.2	Promote Reserve Program	Support Division Captain	Lt. G. Counts
2.4.3	Increase active Reserve membership	Support Division Captain	Lt. G. Counts

### 3.0 Personnel Staffing Levels - Establish & Implement Base Staffing Levels

Action Items	Description (overview)	Responsibility	Strategy Leader
3.1.1	Identify service population	Chief's Office/Command Staff	Capt. R. Hamilton
3.1.2	Identify community needs	Patrol Division Captain	Capt. R. Hamilton
3.1.3	Research/projections call loads	Patrol Division Captain	Capt. R. Hamilton
3.1.4	Adopt IACP staffing formula	Chief's Office/Command Staff	Capt. R. Hamilton
3.1.5	Adopt Staffing matrix	Chief's Office/Command Staff	Capt. R. Hamilton
3.2.1	Develop baseline staffing level	Patrol Division Captain	Capt. R. Hamilton
3.2.2	Funding sources - staffing levels	Patrol Division Captain	Capt. R. Hamilton

#### Project Run Key

Year 1 - 2	Year 1 - 4
Year 2 - 3	Year 1 - 5
Year 3 - 4	Year 2 - 5
Year 4 - 5	
Year 1 - 3	Year 3 - 5



**AREAS OF RESPONSIBILITY CONT.**

<b>4.0 Professional Development/Succession Planning</b>			
Action Items	Description (overview)	Responsibility	Strategy Leader
4.1.1	Succession planning assessment	Support Division Captain	Capt. S. Suho
4.1.2	Track & Identify projected vacancies	Support Division Captain	Capt. S. Suho
4.1.3	Identify core competencies	Chief's Office/Command Staff	Capt. S. Suho
4.2.1	Leadership training plans	Support Division Captain	Capt. S. Suho
4.2.2	Promotion reference materials	Support Division Captain	Capt. S. Suho
4.2.3	Situational leadership exercises	Support Division Captain	Capt. S. Suho
4.3.1	Research Career Path specialist	Support Division Captain	Capt. S. Suho
4.3.2	Development plan tracking program	Chief's Office/Command Staff	Capt. S. Suho
4.3.3	Employee goals/training paths	Chief's Office/Command Staff	Capt. S. Suho
4.4.1	Identify supervisors/mentors	Chief's Office/Command Staff	Capt. S. Suho
4.4.2	Implement mentorship program	Chief's Office/Command Staff	Capt. S. Suho
4.5.1	Staff empowerment	Chief's Office/Command Staff	Capt. S. Suho
4.5.2	OJT - Leadership roles	Chief's Office/Command Staff	Capt. S. Suho

<b>5.0 Community Policing</b>			
Action Items	Description (overview)	Responsibility	Strategy Leader
5.1.1	Implement Department ideals	Chief's Office/Command Staff	Capt. R. Hamilton
5.1.2	Community Policing evaluations	Chief's Office/Command Staff	Capt. R. Hamilton
5.1.3	Intelligence-Driven solutions	Patrol Division Captain	Capt. R. Hamilton
5.2.1	Expand Community relationships	Patrol Division Captain	Capt. R. Hamilton
5.2.2	Problem identification/prioritization	Patrol Division Captain	Capt. R. Hamilton
5.2.3	Expand Volunteer programs	Chief's Office/Command Staff	Capt. R. Hamilton
5.3.1	Problem solving protocol	Chief's Office/Command Staff	Capt. R. Hamilton
5.3.2	Employee-community collaboration	Patrol Division Captain	Capt. R. Hamilton
5.3.3	Proactive patrol time	Patrol Division Captain	Capt. R. Hamilton

<b>6.0 Facilities Planning</b>			
Action Items	Description (overview)	Responsibility	Strategy Leader
6.1.1	Identify central HQ operations	Chief's Office/Command Staff	Capt. R. Chapman
6.1.2	Identify decentralized operations	Chief's Office/Command Staff	Capt. R. Chapman
6.2.1	Evaluate Facilities	Chief's Office/Command Staff	Capt. R. Chapman
6.2.2	Redevelopment plan - decentralized fac.	Chief's Office/Command Staff	Capt. R. Chapman
6.3.1	Forecast growth within the City	Chief's Office/Command Staff	Capt. R. Chapman
6.3.2	Requirements - decentralized facilities	Chief's Office/Command Staff	Capt. R. Chapman
6.3.3	Key criteria - facility development	Chief's Office/Command Staff	Capt. R. Chapman
6.3.4	Plan facility construction	Chief's Office/Command Staff	Capt. R. Chapman

<b>Project Run Key</b>	
Year 1 - 2	Year 1 - 4
Year 2 - 3	Year 1 - 5
Year 3 - 4	Year 2 - 5
Year 4 - 5	Year 3 - 5
Year 1 - 3	



**AREAS OF RESPONSIBILITY CONT.**

<b>7.0 Equipment &amp; Technology</b>			
Action Items	Description (overview)	Responsibility	Strategy Leader
7.1.1	Identify critical equipment	Patrol Division Captain	Lt. D. Wilkey
7.1.2	Service life - critical equipment	Patrol Division Captain	Lt. D. Wilkey
7.1.3	Critical equipment priority schedule	Patrol Division Captain	Lt. D. Wilkey
7.1.4	Purchasing cycles	Patrol Division Captain	Lt. D. Wilkey
7.1.5	Critical equipment - Funding	Patrol Division Captain	Lt. D. Wilkey
7.2.1	'Push' communications system	Deputy Chief	Sup. H. Pyeatt-Morris
7.2.2	Reverse 911	Deputy Chief	Sup. H.P. Morris
7.2.3	Funding source(s) - Reverse 911	Deputy Chief	Sup. H.P. Morris
7.2.4	Promote new comm. systems	Chief's Office/Command Staff	Sup. H.P. Morris
7.3.1	Web-based crime statistics/mapping	Support Division Captain	Lt. D. Wilkey
7.3.2	Online reporting - minor offenses	Support Division Captain	Lt. D. Wilkey
<b>8.0 Patrol Fleet Vehicles</b>			
Action Items	Description (overview)	Responsibility	Strategy Leader
8.1.1	Update/create vehicle. Replacement policy	Patrol Division Captain	Capt. R. Hamilton
8.1.2	Equipment replacement plan (ERP)	Patrol Division Captain	Capt. R. Hamilton
8.2.1	Adopt ratio 1 vehicle : 2 first responders	Patrol Division Captain	Capt. R. Hamilton
8.2.2	Adopt ratio 1 vehicle : 1 first responder	Patrol Division Captain	Capt. R. Hamilton
8.2.3	Budget/maintain veh. overage @ 10%	Patrol Division Captain	Capt. R. Hamilton

**Project Run Key**

Year 1 - 2	Year 1 - 4
Year 2 - 3	Year 1 - 5
Year 3 - 4	Year 2 - 5
Year 4 - 5	Year 3 - 5
Year 1 - 3	



## XII. HISTORIC MILESTONES

- 1914 The Yuma Police Department is established with the Chief of Law Enforcement being Town Marshal Henry Levy.
- 1915 The Chief of Police becomes an elected position, Chief Henry Levy is elected.
  
- 1921 Samuel L. Kelly, Elected as Chief of Police.
- 1923 Henry Levy re-elected Police Chief. First police telephone placed on Main St. and Second St.
- 1926 First Police Sergeant promoted (Perry Allman).
- 1929 Police Department offices placed in City Hall. The first police uniforms included forest green shirts and pants, black Sam Brown belt and brown shoes.
- 1933 Isaac Polhamus elected Police Chief.
- 1935 Yuma Sheriff's Office sets up short wave radio service with El Centro and Phoenix Police.
- 1937 Uniforms are changed to navy blue in color.
- 1939 First Yuma Police training school established.
- 1940 Two-way radios installed in police vehicles.
- 1942 Yuma Police Reserves are established.
- 1943 Chief of Police becomes an appointed position.
- 1944 Harold Breech is the first appointed Chief of Police.
- 1945 Work shifts for Police Officers are changed from seven twelve-hour days to six ten-hour days.
- 1947 Teletype system is installed at the Yuma County Sheriff's Office. Two Yuma Police Officers are shot and wounded, Ray Snailum and Doyle Breech.
  
- 1948 Yuma Police Department Rules and Regulations are established.
- 1949 The first "Paddy Wagon" is placed in service.
- 1952 The first motorcycle is placed into service (three wheeled).
- 1954 The Yuma Police Department Deputy Chief position is created (Robert Mabery).
  
- 1956 A city pension plan goes into effect for police officers.
- 1960 The first Yuma Police Department Captain position created (William Burke). Robert L. Mabery is appointed Chief of Police



Chief Henry Levy



Chief Samuel L. Kelly



Chief Isaac Polhamus



Chief Harold Breech



Chief Robert L. Mabery



# POLICE DEPARTMENT

## HISTORIC MILESTONES CONT.

- 1967 Joseph L. Hickey appointed Chief of Police.
  
- 1968 The Arizona Law Enforcement Officers Advisory Council (ALEOAC) is created by the State of Arizona to set a statewide standard of certification and training for peace officers. Arthur Fairbanks appointed Yuma's eighth Chief of Police. The Yuma Police Department moves into a new facility with a jail at 1500 South 1st Avenue.
  
- 1969 First Yuma Police Academy is conducted by ALEOAC. A countywide narcotics task force is established. Powell L. Elkins is appointed Chief Police.
  
- 1973 Went from fixed mobile radio to removable radio.
  
- 1975 Shoulder patch changed to City of Yuma seal.
  
- 1976 The city combines the Police and Fire Departments into one agency creating the Department of Public Safety. Chief Powell Elkins is appointed Director of the Department of Public Safety, in addition to his Police Chief duties. The Deputy Police Chief position is recreated (Harold "Bud" Avery).
  
- 1978 The Department of Public Safety is again separated into Fire and Police Departments. First female officers (Carolyn Burton and Cindy Anderson). Special Enforcement Team (SET) formed with 6 officers.
  
- 1980 David W. Brown is appointed. Department personnel total: 68 officers, 19 civilians, Department budget: \$2.5 million, Jurisdiction: 18 square miles.
  
- 1981 The Deputy Police Chief position is reclassified to a Captain position and the department is reorganized into two major divisions - Field Services and Support Services, both headed by Captains - Bud Avery and Richard Leffler.
  
- 1984 Work shifts changed from 5 8-hour days to 4 10-hour days.
  
- 1986 On April 9th Officer Gary A. Maas is the first Yuma Police Officer killed in the line of duty, shot while trying to apprehend a suspect. Department provides bullet-proof vests to officers.
  
- 1988 William "Robby" Robinson is appointed as the 11th Chief of Police. 9-1-1 goes live. Department personnel total: 87 officers, 30 civilians, Department budget: \$5 million, Jurisdiction: 22 square miles.



Chief Joseph L. Hickey



Chief Arthur Fairbanks



Chief Powell L. Elkins



Chief David W. Brown



Chief William "Robby" Robinson



# POLICE DEPARTMENT

## HISTORIC MILESTONES CONT.

- 1989 The Police Department purchases Sig Sauer semi-automatic handguns to replace officer owned revolvers.
- 1995 On July 4th Yuma Police Lieutenant Daniel Powell Elkins and Arizona Department of Public Safety Sergeant Mike Crowe were shot and killed in the line of duty. Bicycle unit created.
- 1996 On February 6th the first Citizens Police Academy is held. Shoulder patch changed to the current logo.
- 1997 First canine team formed with Officer Raebel and his dog Tiko.
- 1998 Department personnel total: 124 officers, 56 civilians, Department budget: \$11.5 million, Jurisdiction: 34 square miles
- 1999 Move into new building located immediately south of old building.
- 2001 Gang Unit created with 2 full-time officers.
- 2002 Computer forensic position created.
- 2003 Department acquires first ATV's and golf carts for alternate patrol methods
- 2004 MDC's (mobile data computers) installed in patrol cars.
- 2005 Department personnel total: 161 officers, 88 civilians, Department budget: \$22,801,489, Jurisdiction: 109.1 square miles.
- 2006 The Police Department promotes first female Police Lieutenant, Susan Smith.
- 2008 Department personnel total: 177 officers, 92 civilians, Department budget \$26,384,784, Jurisdiction: 112.56 square miles
- 2009 Jerry Geier is appointed as the 12th Chief of Police. Department personnel total: 172 officers, 84 civilians, Department budget: \$22,705,92 Jurisdiction: 112 square miles. Chief Geier promotes the first female Captain (Susan Smith), and assigns her to the newly formed Investigations Division. A major reorganization of the Department resulted in the creation of the Investigations Division and the Animal Control Services Unit.



Former and new Police Officer Shoulder Patch



K-9 Unit



Police Headquarters



Chief Jerry Geier



New Animal Control Shoulder Patch



# POLICE DEPARTMENT

## HISTORIC MILESTONES CONT.

2010 The Deputy Chief of Police position was re-created and Captain John Lekan was promoted. YPD offers online reporting, which allows the public to report minor incidents via the internet free of charge. The Anti-Graffiti Strategy (TAGS) was announced to combat and abate graffiti throughout the city. Creation of the Hispanic Community Liaison Officer, Patrol-Based K-9 Program and our inaugural DUI Checkpoint.

2012 John Lekan appointed Interim Chief of Police. Assigned two officers to the Gang Resistance and Education Training (GREAT) Program. 1st Hispanic Citizen's Police Academy- An 8 week long course that covered a variety of topics about the Yuma Police Department presented in Spanish. Creation & implementation of Animal Control. Services - began animal control on January 1st 2012.

2012 John Lekan is appointed as the 13th Chief of Police.

2012 Susan Smith appointed as the Deputy Chief of Police

2013 Opened our first official substation at 6390 E 26th Street. The Araby East Substation is a 4,100 square foot facility that will offer many of the services provided by our headquarters building. The substation is open Monday to Friday and is a resource for the eastern part of the city to obtain police services, as well as internal services to our eastern officers.

2014 Yuma Police Department celebrates 100 years of "Committed to Excellence" Service.



Chief of Police  
John J. Lekan



Deputy Chief of Police  
Susan Smith



Araby  
Police Substation

