

**WILLOW PARK POLICE DEPARTMENT**

**2020-2025**

**STRATEGIC PLAN**



*City of  
Willow Park*



*Ready to Protect  
Proud to Serve*

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# CHIEF'S FORWARD

In recognition of our commitment to keep the Willow Park Community informed and engaged, it is with great pride that I present to you the 2020-2025 Department's Strategic Plan.

Built upon input from within the Willow Park Police Department, this Strategic Plan is a proactive tool designed to provide guidance and structure for the Department to continually improve its service to the citizens of Willow Park. The Department recognizes the importance of this document and in doing so, we have invested a considerable amount of effort into developing a plan that will help us continue to effectively allocate our resources to best serve the community. As such, the following four strategic goals will provide us direction for the next five years:



- Develop and Retain a Quality Work Force
- Reduce, Solve, and Prevent Crime
- Build Positive Police/Community Relationships
- Continue Advanced Department Training

This plan does not cover everything this Department needs to accomplish; however, it places focus on what has been determined as priority areas. Our Strategic Plan is not static in nature, but rather is designed to be a dynamic and flexible document. The plan is expected to evolve and change as the needs of our community may change. The plan is designed with flexibility in mind while at the same time it will set a foundation revolving around the Texas Police Chief's Best Practices to guide the objectives and actions of the Willow Park Police Department.

Thank you to the staff of the Willow Park Police Department and the community for the continued support of the Police Department as we remain dedicated and vigilant in providing exceptional, professional public safety to the community.

A handwritten signature in blue ink that reads "Carrie West". The signature is stylized and fluid.

Carrie West  
Chief of Police

# MISSION, VISION & VALUES

## MISSION STATEMENT

The mission of the Willow Park Police Department is to partner with the community to reduce and prevent crime through collaboration, partnerships, and community policing, ensuring the City of Willow Park is a safe place to live, work and visit.

## VISION

The vision of the Willow Park Police Department is to be a Police Department that, through the use of best professional practices provides public safety and law enforcement services to a growing community in a personal and dignified manner.

## VALUES

### Honor

Honor is a matter of carrying out, acting, and living the values of respect, duty, loyalty, selfless service, integrity and personal courage in everything an officer does. Honor is critical to the success of an organization and is an important ingredient in enhancing mission accomplishment.

### Integrity

The Willow Park Police Department is built upon a foundation of ethical and professional conduct. We are committed to the highest level of moral principles and ethics. Each individual employee, as well as the Department, is necessary to develop a trust with the citizens. Without this trust, we cannot form a valuable partnership with the community.

### Honesty

The community has entrusted the Willow Park Police Department to exercise its authority and discretion, good judgment, respect, and a commitment to honesty and justice. The department will always strive for honesty and to be trustworthy at all times.

### Service

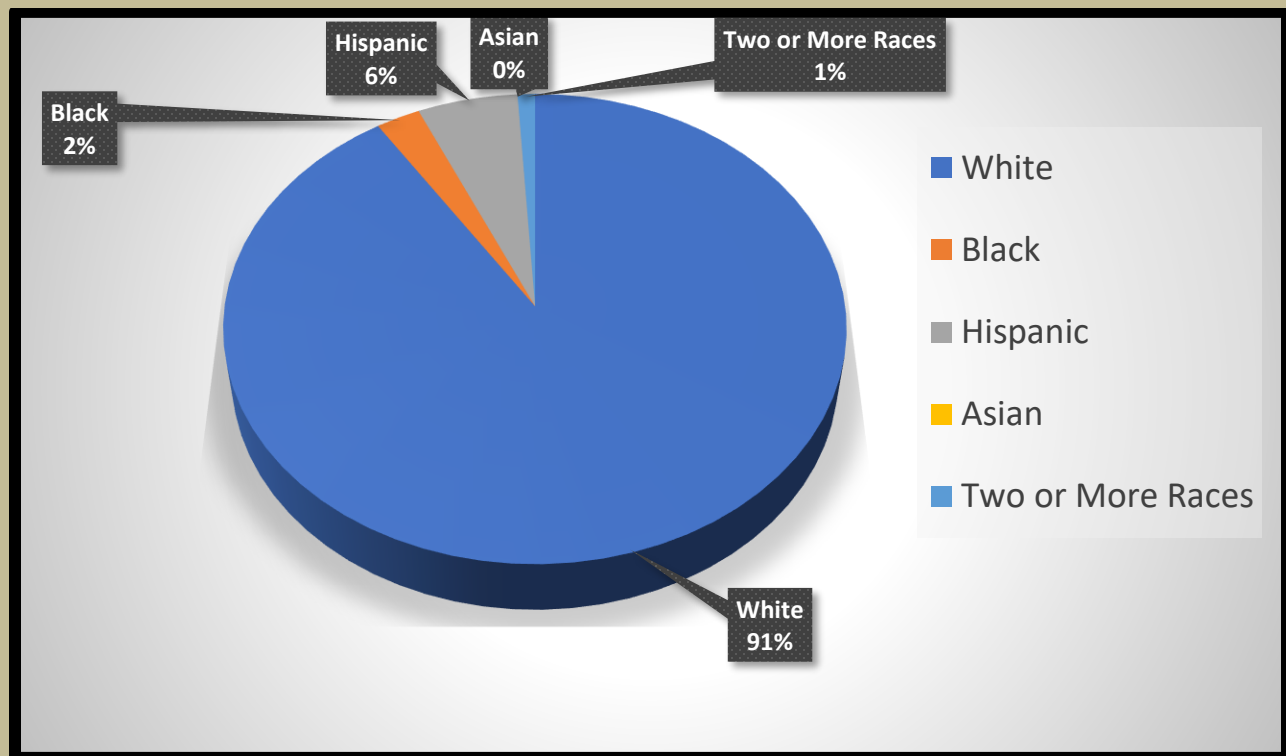
As members of the law enforcement profession, the Willow Park Police Department recognizes the significance of serving the public. As such, all Willow Park Police Department employees are duty-bound in our pursuit of excellence.

# COMMUNITY OVERVIEW

The Willow Park Police Department provides police services to the City of Willow Park, which is located in Parker County Texas. Willow Park has an estimated total population of 5,300 residents making it the second largest city in Parker County.



2010 Census comprised Willow Park of the following:



- Males – 44.9%
- Females – 55.1%
- Median Age – 44.4
- Under 18 Years – 25%
- Over 18 years – 75%
- Under 5 years – 14%
- 65 years and older – 16%

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# COMMUNITY OVERVIEW

Continued from page 4...

Willow Park's most current socio-economic climate is as follows:

- High school graduates or higher – 97%
- Bachelor's degree or higher – 47%
- Median household income - \$96,051
- People of all ages in poverty – 2.2%
- Unemployment rate – 3.3%  
(Texas – 4.1%, U.S. – 4.7%)



The city of Willow Park continues to grow and advance. Currently the department is going through a growth stage and has added a new patrol Sergeant. As the City of Willow Park grows the Department will require more resources, including personnel to meet service demands. The department is looking forward to the completion of the new public safety building that will provide more space and upgrades essential for everyday tasks of law enforcement.

Total calls for service have been on a slight downward trend over the past 12 months. For 2019, the rate of total calls for service per 1,000 persons was 777, and the rate of sworn personnel per 1,000 persons was 2.26. In 2018, the rate of total calls for service per 1,000 persons was 911, and the rate of sworn personnel per 1,000 persons was 2.3.

Index crime statistics for 2018 are as follow:

- Violent crime (homicide, sex assault, robbery & aggravated assault) is up 50% compared to the previous year (6 in 2017 increased to 9).
- Property crime (burglary, larceny/theft, motor vehicle theft, arson) is down 7% compared to 2017.
- Index crime overall is down 1.6% compared to the previous year.

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The information in the preceding section was obtained from the following sources: 2010 Census, 2017 American Community Survey, Census Reporter, city-data, and data USA.

# ORGANIZATIONAL OVERVIEW

The men and women of the Willow Park Police Department have been proudly serving the citizens of Willow Park since the departments beginning in 1988 with the appointment of the departments first police chief. A small department of reserve officers soon gave the citizens of Willow Park “round-the-clock” protection. However, the first town Marshall was appointed to Willow Park in 1964.

Today, the Department is led by Chief Carrie West. The department has an authorized staff of 13 full time officers, 5 reserves officers, and 1 non-sworn personnel. The department serves an estimated population of 5,300 citizens. The department responds to approximately 4,900 calls for service each year and conducts on average approximately 9,000 security checks each year. The average number of citations issued each year is approximately 2,400.



Willow Park Police Department is a progressive, professional law enforcement agency. The Department strives for excellence. One example of the department's desire to maintain excellence is demonstrated by the Department currently seeking accreditation by the Texas Police Chief's Association.

The Department possesses a strong set of values that direct the members of the Department and encourage them to conduct all official business in a manner consistent with the values.

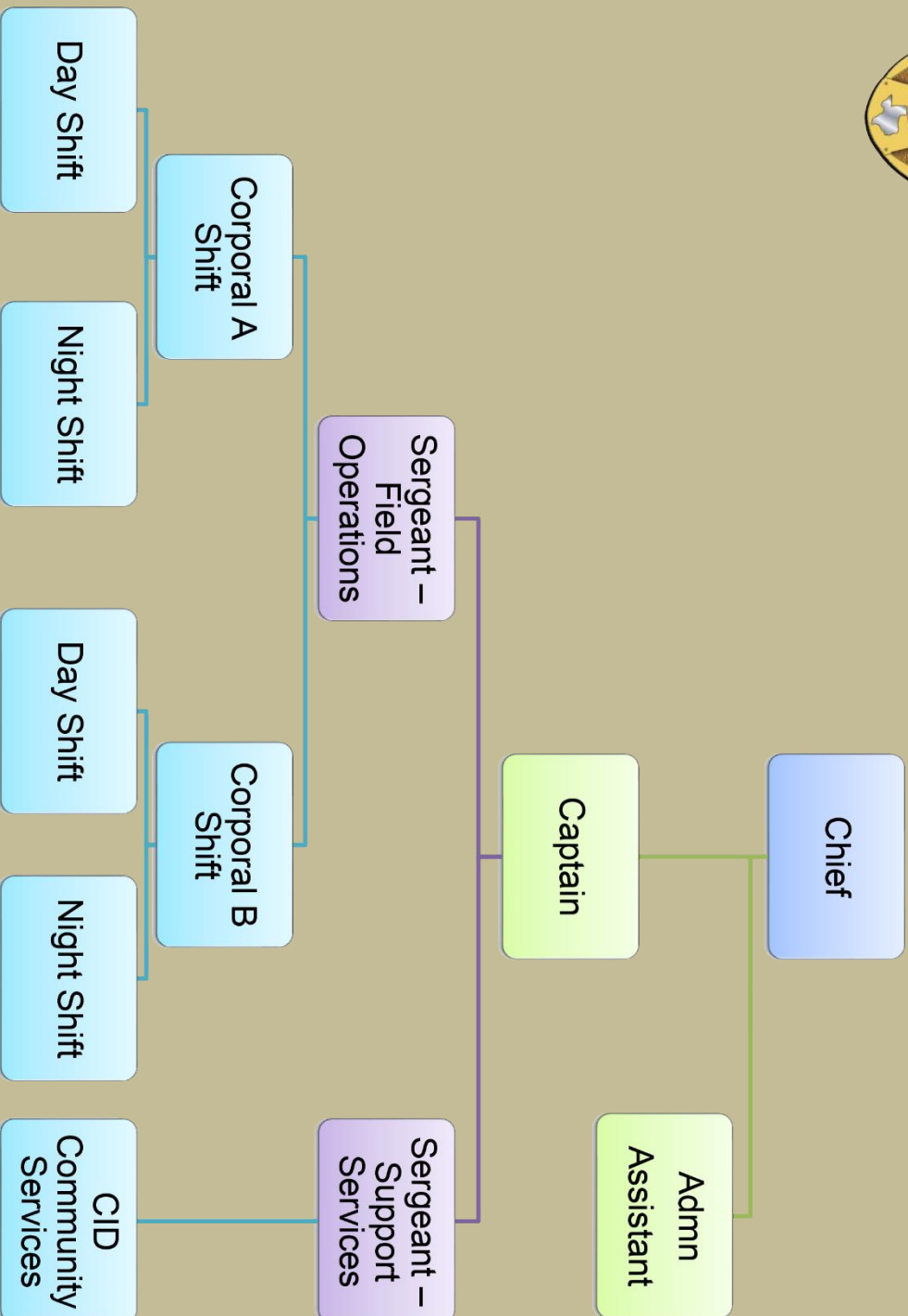
The Department is built on a community policing philosophy and a strong emphasis is placed on building partnerships within the community and its neighborhoods to improve the quality of life in our city.



# ORGANIZATIONAL CHART



## WPPD Organization Chart 2019



# PURPOSE AND PLANNING PROCESS

## I. Purpose

The strategic Plan is a proactive tool that provides guidance in fulfilling our agency's mission with maximum efficiency and impact. The purpose of the Strategic Plan is to provide direction and continuity for the Willow Park Police Department to improve its service to the citizens of Willow Park. This five-year plan consists of four strategic goals.

Derived from the Department's mission and vision statements, the goals are broad, measurable categories and when achieved move the organization closer to its stated vision. Under each goal are objectives that more clearly define the intent of the strategic goal. Objectives set specific measurable targets for each goal, and they are specific activities which need to be completed in order to accomplish the objective and may involve multiple initiatives or projects. The number of objectives and action items will vary depending upon the strategic goal.

The guiding principles of, and all efforts in, the Strategic Plan will be

- accomplished with a high degree of professionalism,
- encompassing of the Department's mission, vision and values,
- considerate and open to potential partnerships to maximize resources, avoid duplication of services, and improve service to the community,
- designed and implemented with consideration to best practices,
- inclusive of all stakeholders and considerate of their input,
- thoroughly planned and reviewed before implementation,
- a benchmark for progress within our agency and a system of accountability, and
- evaluated and reported on an annual basis.

Continued on page 9...

# PURPOSE AND PLANNING PROCESS

## II. PLANNING PROCESS

### A. Overview and Evaluation of the Strategic Plan

In 2017, a change in leadership brought new vision to the agency. The new leadership outlined numerous opportunities for improvement for advancement of the agency in a presentation to City Council mid-2017.

There have been many accomplishments for this Department, some of the most significant of which are as follows:

- Established a competitive promotional process
  - Included written organization skills process
  - Recorded on-line interview process
- Introduced new policies and procedures that correspond to the Texas Police Chief's Best Practices Standards
  - Policies identify the corresponding Best Practice Standards
  - Introduced new method of distribution, training and retention
  - Policies have a review date (annually)
- Implemented a written test and polygraph test for new hires (oral board, physical, drug screen and psychological already in place)
- Continued training and career development
  - Bill Blackwood Law Enforcement Management Institute
  - Institute for Law Enforcement Administration
- Continue with involvement in the build of the new Public Safety facility
- Began formal TPCA recognition process
- Developed and held the Department's first Citizens Police Academy
- Scheduled and planning of department Awards Banquet

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## B. Stakeholder Input

An essential part of formulating the Five-Year Strategic Plan was obtaining input from members of the Department. The data from supervisors was gathered and analyzed. A thorough review of the responses indicated that there were many common themes present. While respondents may have worded their individual answers differently, the points they were making were the same. Therefore, these common themes were identified. These themes were then used to assist in developing strategic objectives that serve as the core of this five-year Strategic Plan.

1. Employee input was obtained through an anonymous online internal survey and through line-level responses and comments. A thorough review of the responses indicated that there were many common themes present.

- a. Internal Survey

A total of 13 surveys were completed and submitted, and of those, affirmative responses overall remained fairly high.

For example, more than three-quarters of the respondents felt they were being given good opportunities to training. Most felt that the equipment provided to them were good quality. The majority of respondents felt that the personnel rules and regulations are applied equally to all employees.

Lastly, responses to some of the questions demonstrated the need for improvements in pay and the level of employee awareness of the specific goals and/or objective of the department. These responses are crucial in the development of this Strategic Plan.

- b. Special Meetings

The Willow Park Police Department selected personnel to meet and discuss strategies and programmatic recommendations for handling issues facing the agency. The most common themes from each were used in the development of this plan.

## C. Analysis of Strengths, Weaknesses, Opportunities & Threats

|            |                              |
|------------|------------------------------|
| Strengths: | Committed, Dedicated Staff   |
|            | Clear mission statement      |
|            | Established training program |
|            | Ambitious work force         |
|            | Increased accountability     |
|            | Increased leadership         |

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|                |   |
|----------------|---|
| Weaknesses:    | Inadequate training budget  |
|                | Lacking intra-department communications                           |
|                | Low staffing  |
|                | Low retention rate  |
|                | Low communication of expectations                                 |
|                | Negative department past  |
| Opportunities: | Building more rapport with citizens and community                 |
|                | Crime prevention training   |
|                | Recruitment   |
|                | Explore technology – (L.P. readers and Crime mapping)             |
|                | Continue re-branding  |
| Threats        | Limited staffing – low level of service                           |
|                | Competing with departments (hiring)                               |
|                | Budget  |
|                | Dispatch system (software)  |
|                | Increasing demands of police services with increase in population |

# IMPLEMENTATION AND EVALUATION

## I. IMPLEMENTATION

This Strategic Plan is a dynamic, flexible document that will guide the thinking and actions of the Willow Park Police Department over the next five years. To ensure that this document serves as an essential tool rather than something that sits on a shelf, it will be evaluated and updated annually by gathering input from employees, partners, and the community.

The Department's mission and values serve as the basis for the four strategic goals set forth in this plan. Limited resources demand the Department focus its energy and direction on these strategic directions for maximum efficiency in meeting our mission.

## II. EVALUATION

To ensure continuing progress and success in implementing the Strategic Plan, the plan will be evaluated on an annual basis by a team designed and organized by the Chief of Police. The evaluation will be timed in accordance with the annual budget preparations and meetings. A report will be published, and the status of goals will be presented by the Chief of Police.



# STRATEGIC GOALS AND OBJECTIVES

**GOAL 1:** Develop and Retain Quality Work Force

**OBJECTIVE 1.1** Financial Compensation

**ACTION ITEMS:**

|       | Description   | Timeline |
|-------|---|----------|
| 1.1.1 | Complete salary analysis of comparable size departments   | On-going |
| 1.1.2 | Evaluate STEP pay   | 1 year   |
| 1.1.3 | Educate City leaders why the need for money will help retain officers and allow for better recruitment possibilities. | 2 years  |
| 1.1.4 | Provide employees with realistic expectations and pay rates   | 3 years  |

**MEASURES OF SUCCESS:**

- Completed initial salary analysis
- Analysis presented to city
- Step-plan created
- Step-plan presented to decision makers for budget planning
- Step-plan accepted and implemented

# STRATEGIC GOALS AND OBJECTIVES

**GOAL 1:**      Develop and Retain Quality Work Force

**OBJECTIVE 1.2**      Develop a Successful Recruitment Plan

**ACTION ITEMS:**

|       | Description  | Timeline |
|-------|--|----------|
| 1.2.1 | Improve the application process to include clear links to the application on the City website and informational videos | 3 years  |
| 1.2.2 | Develop recruiting partnership with Weatherford Academy  | 2 years  |
| 1.2.3 | Develop an advertising plan to target applicant pools  | 2 years  |
| 1.2.4 | Become a recognized leader in law enforcement by hosting regional training classes and meetings                        | 1 year   |
| 1.2.5 | Establish recruiting posters and publish to website  | 1 year   |

**MEASURES OF SUCCESS:**

# STRATEGIC GOALS AND OBJECTIVES

**GOAL 1:** Develop and Retain Quality Work Force

**OBJECTIVE 1.3** Provide Room for Movement / Advancement

**ACTION ITEMS:**

|        | Description   | Timeline |
|--------|---|----------|
| 1.3.1  | Develop a K9 program  | 3 years  |
| 1.3.2. | Develop a traffic enforcement program   | 5 years  |
| 1.3.3  | Addition of a second detective in CID   | 2 years  |
| 1.3.4  | Develop officers to take over specialized tasks (i.e. firearms, training program, etc.)             | 3 years  |
| 1.3.5  | Reclassify supervisor ranks to add (2) more supervisor positions so that each shift has supervision | 2 years  |
| 1.3.6  | Provide leadership training to prepare officer succession   | 2 years  |

**MEASURES OF SUCCESS:**

# STRATEGIC GOALS AND OBJECTIVES

|  |  |                 |
|--|--|-----------------|
| <b><u>GOAL 1:</u></b> Develop and Retain Quality Work Force                          |  |                 |
| <b><u>OBJECTIVE 1.4</u></b> Develop educated and well trained first line supervisors |  |                 |
| <b><u>ACTION ITEMS:</u></b>  |  |                 |
|  | <b>Description</b>   | <b>Timeline</b> |
| 1.4.1  | Send new supervisors to first line supervision   | 6 months        |
| 1.4.2.   | Send Sergeants and above to Leadership Command College                                       | 3 years         |
| 1.4.3  | Research possibility of tuition reimbursement for sworn officers for criminal justice degree | 5 years         |
| 1.4.4  | Send Sergeants and above to Command Staff Leadership training                                | 4 years         |
| 1.4.5  | Send Supervisors to ILEA School of Police Supervision  | 4 years         |
| <b><u>MEASURES OF SUCCESS:</u></b>   |  |                 |

# STRATEGIC GOALS AND OBJECTIVES

**GOAL 2:** Reduce, Solve and Prevent Crime

**OBJECTIVE 2.1** Increase visibility of police throughout community

**ACTION ITEMS:**

|       | Description   | Timeline |
|-------|---|----------|
| 2.1.1 | Increase directed patrols in neighborhoods  | 1 year   |
| 2.1.2 | Improve and Implement more community programs   | 2 years  |
| 2.1.3 | Provide updated software that will allow patrol to complete reports in patrol units on the street | 2 years  |
| 2.1.4 | Establish a minimum staffing of 3 per shift to provide more officers on the street                | 2 years  |
| 2.1.5 | Provide more walk and talk patrols during the day   | 2 years  |

**MEASURES OF SUCCESS:**

# STRATEGIC GOALS AND OBJECTIVES

**GOAL 2:** Reduce, Solve, and Prevent Crime

**OBJECTIVE 2.2** Enhance crime prevention programs

**ACTION ITEMS:**

|       | Description   | Timeline |
|-------|---|----------|
| 2.2.1 | Create program to educate teen drivers on accident avoidance  | 3 years  |
| 2.2.2 | Certify officer in child safety seat program and develop a program to educate drivers on proper use of child restraints systems | 3 years  |
| 2.2.3 | Continue the annual citizen police academy  | 1 year   |
| 2.2.4 | Implement and begin a drug take back program  | 1 year   |
| 2.2.5 | Patrol and search for criminal activity beyond traffic enforcement  | 1 year   |

**MEASURES OF SUCCESS:**

# STRATEGIC GOALS AND OBJECTIVES

**GOAL 2:** Reduce, Solve, and Prevent Crime

**OBJECTIVE 2.3** Continue directed enforcement initiatives

**ACTION ITEMS:**

|       | Description   | Timeline |
|-------|---|----------|
| 2.3.1 | Create a selective traffic enforcement program (STEP) | 2 years  |
| 2.3.2 | Focus patrol on crime areas (hotels)                  | 1 year   |
| 2.3.3 | Actively work highway for DWI and reckless drivers    | 2 years  |

**MEASURES OF SUCCESS:**

# STRATEGIC GOLAS AND OBJECTIVES

**GOAL 2:** Reduce, Solve, and Prevent Crime

**OBJECTIVE 2.4** Enhance Investigative Initiatives

**ACTION ITEMS:**

|       | Description  | Timeline |
|-------|--|----------|
| 2.4.1 | Expand capabilities for major crime scene evidence collection and processing         | 2 years  |
| 2.4.2 | Identify and procure a viable leads management system for major crime scene response | 3 years  |
| 2.4.3 | Purchase and deploy automated license plate readers                                  | 2 years  |
| 2.4.4 | Develop a new evidence processing and tagging system for submitted evidence          | 3 years  |
| 2.4.5 | Review evidence submission process   | 1 year   |

**MEASURES OF SUCCESS:**

# STRATEGIC GOLAS AND OBJECTIVES

|   |   |                 |
|---|---|-----------------|
| <b><u>GOAL 3:</u></b> Build Positive Police/Community Relationships   |   |                 |
| <b><u>OBJECTIVE 3.1</u></b> Enhance partnerships with local community stakeholders to address and prevent crime |   |                 |
| <b><u>ACTION ITEMS:</u></b>   |   |                 |
|   | <b>Description</b>  | <b>Timeline</b> |
| 3.1.1   | Enhance community policing efforts by meeting with neighborhood HOAs  | 2 years         |
| 3.1.2   | Collaborate with merchants, financial institutions and citizens to make use of existing electronic surveillance systems | 2 years         |
| 3.1.3   | Enhance dissemination of information to the public on important matters of concern                                      | 2 years         |
| 3.1.4   | Establish neighborhood watch programs   | 3 years         |
| 3.1.5   | Designate officers per shift to walk business district to meet with merchants   | 2 years         |
| <b><u>MEASURES OF SUCCESS:</u></b>  |   |                 |

# STRATEGIC GOALS AND OBJECTIVES

**GOAL 3:** Build Positive Police/Community Relationships

**OBJECTIVE 3.2** Establishment of a Citizens' Academy Alumni Association

**ACTION ITEMS:**

|       | Description  | Timeline |
|-------|--|----------|
| 3.2.1 | Utilize Class #001 to research best practices          | 2 years  |
| 3.2.2 | Solicit help of other agency Associations for guidance | 2 years  |
| 3.2.3 | Continue and expand Citizens Police Academy            | 1 year   |

**MEASURES OF SUCCESS:**

# STRATEGIC GOALS AND OBJECTIVES

|  |   |                 |
|--|---|-----------------|
| <b><u>GOAL 3:</u></b> Build Positive Police/Community Relationships              |   |                 |
| <b><u>OBJECTIVE 3.3</u></b> Improve response to community needs and expectations |   |                 |
| <b><u>ACTION ITEMS:</u></b>  |   |                 |
|  | <b>Description</b>  | <b>Timeline</b> |
| 3.3.1  | Increase Staffing and implement a Crime Prevention Officer  | 4 years         |
| 3.3.2  | Conduct a community survey to correctly determine, address and reduce fear of crime   | 1 year          |
| 3.3.3  | Enhance social networking to provide citizens a forum for reporting quality of life issues to include tips, complaints, and receive crime updates | 2 years         |
| 3.3.4  | Explore alternative response systems to provide citizens with reporting options at initial contact, mail-in, on-line reporting, or call back      | 2 years         |
| 3.3.5  | Continue dedication of resources for attendance at National Night Out   | 1 year          |
| 3.3.6  | Establish a COPS/VIPS program   | 3 years         |
| <b><u>MEASURES OF SUCCESS:</u></b>   |   |                 |

# STRATEGIC GOALS AND OBJECTIVES

**GOAL 3:** Build Positive Police/Community Relationships

**OBJECTIVE 3.4** Enhance use of data to improve analysis and decision making

**ACTION ITEMS:**

|       | Description  | Timeline |
|-------|--|----------|
| 3.4.1 | Develop and organize patrol districts  | 2 years  |
| 3.4.2 | Develop and implement a real-time crime statistics and mapping program             | 1 year   |
| 3.4.3 | Utilize technology to provide instant and updated analytical data to all personnel | 2 years  |

**MEASURES OF SUCCESS:**

# STRATEGIC GOALS AND OBJECTIVES

|  |   |                 |
|--|---|-----------------|
| <b><u>GOAL 4:</u></b> Continue Positive and Advanced Department Training |   |                 |
| <b><u>OBJECTIVE 4.1</u></b> Identify division specific training needs    |   |                 |
| <b><u>ACTION ITEMS:</u></b>  |   |                 |
|  | <b>Description</b>  | <b>Timeline</b> |
| 4.1.1  | Track department training with training supervisor  | On going        |
| 4.1.2  | Training coordinator should continue to pursue available courses to satisfy annual requirements | 1 year          |
| 4.1.3  | Host more in-house training   | 1 year          |
| 4.1.4  | Survey officers to determine what classes are needed  | 2 years         |
| 4.1.5  | Survey officers to determine what classes are wanted  | 3 years         |
| <b><u>MEASURES OF SUCCESS:</u></b>                                       |   |                 |

# STRATEGIC GOALS AND OBJECTIVES

**GOAL 4:** Continue Positive and Advanced Department Training

**OBJECTIVE 4.2** Expand training topics for patrol

**ACTION ITEMS:**

|       | Description  | Timeline |
|-------|--|----------|
| 4.2.1 | Continue hosting state trainings   | On going |
| 4.2.2 | Send officers to HIDTA training  | 3 years  |
| 4.2.3 | Focus on more patrol driven classes and not only on basics                     | 3 years  |
| 4.2.4 | Locate and send officers to specialty classes that will benefit them on patrol | 3 years  |

**MEASURES OF SUCCESS:**

# STRATEGIC GOALS AND OBJECTIVES

**GOAL 4:** Continue Positive and Advanced Department Training

**OBJECTIVE 4.3** Firearms Training

**ACTION ITEMS:**

|       | Description   | Timeline |
|-------|---|----------|
| 4.3.1 | Increase budget for more specialized training                                 | 3 years  |
| 4.3.2 | Increase budget for more ammunition for officer training                      | 3 years  |
| 4.3.3 | Host in-house training for tactical schools                                   | 3 years  |
| 4.3.4 | Implement in-house training to prepare officers for active shooter situations | 2 years  |

**MEASURES OF SUCCESS:**

# STRATEGIC GOALS AND OBJECTIVES

**GOAL 4:** Continue Positive and Advanced Department Training

**OBJECTIVE 4.4** Supervisor Training

**ACTION ITEMS:**

|       | Description  | Timeline |
|-------|--|----------|
| 4.4.1 | Require leadership training for all supervisors of the rank of Corporal and above                  | 3 years  |
| 4.4.2 | Continue to hold staff meetings with Chief to remain informed and to address any existing concerns | On going |
| 4.4.3 | Hold in-house training once a year for supervisors   | 1 year   |

**MEASURES OF SUCCESS:**

# CONCLUSION

The Strategic Plan outlines the Department's service efforts, accomplishments and future challenges. The strategic goals, associated objectives and action items are intended to serve as a guide as we focus on the long-term and short-term needs of both the Department and the community. The strategic Plan is not only a plan, but a process that will evolve each year through an annual review, thus allowing us to modify the plan as future challenges arise.

As the Department begins to make a cautious move over the next several years, we will face several major challenges. Some of the future challenges we face as an agency are as follows:

- reclaiming a competitive position in regard to employee compensation
- maintaining adequate staffing levels to meet increased demand for service
- increase in business growth
- increase in residential growth
- rising rates of crime
- continued competition with surrounding larger agencies for qualified applicants

Moving forward we are looking into updating our current staffing model, remaining on the cutting edge of emerging technologies, and building upon innovative strategies such as intelligence-led and predictive policing. Providing excellence in service remains a top priority as we move forward

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Honor

Integrity

Honesty

Service



*Ready to Protect, Proud to Serve*

