

VINTON POLICE DEPARTMENT

Strategic plan ~ 2015 and beyond



Positioning the Vinton Police Department as an integral part of the community: Improving the quality of life through innovation and partnerships

Vinton Police Department Strategic Plan 2015 And Beyond

Introduction

The Vinton Police Department's Strategic Plan for 2015 and beyond is designed to be an evolving document, being constantly reviewed, updated and brought into line with the desires, and needs of the community. It is the culmination of a series of steps designed to ensure that the vision, mission, and objectives of the agency are successfully achieved. The plan ensures that the elements within this document are understood, supported and reflect the wishes of the community. Successful planning requires the fortitude to change course when opportunities and community demands dictate. Ultimately, it is the planning process itself that keeps the agency focused on organizational goals and aids in choosing the best route to achieve them

This product consists of four interrelated exercises:

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| Citizen Input | We value citizen input whether it be suggestions to enhance service delivery or to determine the effectiveness of the department. Surveys are sent out each month to evaluate a random selection of officers as they handle calls for service in the community and the results of those surveys indicate a high level of satisfaction for the services rendered and for the professionalism of the officer. A survey was also sent to citizens in 2011 the Town of Vinton administrative staff in order to rate all Town services. The Vinton Police Department was listed as number two in service delivery satisfaction. Input is solicited from community meetings, Neighborhood Watch/advisory groups, youth groups, senior citizen groups, and town businesses. A description of Citizen's concerns and potential problems is collected and a plan of recommended actions to address these issues is developed. |
| Internal Input | This segment of the plan focuses on gaining insight from the most defining element of any organization, the employees. We solicit employee recommendations and suggestions for improvements to advance and ultimately determine what obstacles we face to achieve our goals. Internal input is obtained in a variety of means including; department surveys, one-on-one meetings with the Chief, suggestions through the open door policy, frequent meetings with staff and annually goal setting sessions with all department members invited. |
| Planning Session | Every effort is taken to gain insight from diverse groups. We speak with citizens at community events and meetings, regularly interact with department members, business leaders, Town Council representatives, and personnel from other Town departments to |

name a few. This will help us to insure that we are in line with community goals and needs.

Fiscal Planning: As diverse, innovative, and important as ideas may be, funding will ultimately determine the level of services that the organization can provide. Along with our annual budget presentation the development of quality grants and other funding sources must be aggressively explored.

This document, which is to be updated annually, articulates the goals that the agency plans to accomplish by commencement of fiscal year 2019. It also evaluates the organization's success in achieving goals set in previous years. Most importantly, it is designed to be an overview for the agency, allowing us all to work together developing strategies and objectives that support the plan. In the most basic sense, it is a roadmap to the future.

Methodology

At the core of the Strategic Plan are a variety of steps, all designed to assist the organization in keeping its eyes on the horizon. Each *objective* is discussed and a definition or an explanation of the objective is provided. A *performance indicator* will be articulated and defined, as will *target* dates by which we hope to accomplish the task. Most importantly, numerous *strategies* will be employed, all designed to ensure success.

Mission, Value, and Vision Statements

Mission Statement

The mission of the Vinton Police Department is to deliver quality police services to the community, while placing honesty, integrity, and professionalism above all else. We serve the community by enforcing laws and ordinances, safeguarding life and property, preventing and detecting crime, preserving the peace, being involved in community partnerships, and protecting the rights of all citizens.

Our mission statement allows us to maintain direction, eliminate complacency and remain focused on our goals. It is also representative of the commitment we have to the law enforcement profession and to the dedication and service to others.

Value Statement

The Vinton Police Department is made up of dedicated professionals, committed to a team concept to creatively solve problems. We believe in:

- ***The value of human life;***
- ***The courage to do what is right;***
- ***Fairness, compassion and approachability in the performance of our duties, and;***
- ***Striving for continuous improvement.***

The value statement tells the community the manner in which we will conduct our business and deliver services. It is at the very core of who we are. Even if we err, we will have the courage to acknowledge our mistake and act in a way that ensures it will not be repeated.

Vision Statement

The vision of the Vinton Police Department is to maintain an open, community-minded organization devoted to quality public service. We will provide service through the reduction of crime and the fear of crime, operate at maximum efficiency, provide enhanced customer service, and provide for the personal and professional growth of those working in the department.

The vision statement carries us into the future by identifying the essentials that benefit both the citizens of the community as well as the employees of the department.

OBJECTIVES

Setting objectives for the agency converts the mission, values, and vision of the organization into targets and performance milestones. They represent a commitment to producing specific results in a specified time frame. The following are objectives contained in this Strategic Plan:

1. Maintain Accreditation Certification through Virginia Law Enforcement Accreditation Commission
2. Develop a compensation adjustment plan in order to be competitive and consistent with other agencies near our locality
3. Maintain an effective traffic safety and education program
4. Maintain a high quality of service and customer satisfaction rating
5. Continue effective investigations in criminal activity, including narcotics, vice and computer crime enforcement
6. Seek alternate funding sources
7. Maintain comprehensive and pro-active vehicle maintenance and replacement program
8. Continue comprehensive uniform and equipment maintenance/replacement plan
9. Continue to provide career enhancement program for agency personnel
10. Increase diversity of agency personnel
11. Maintain acceptable workload for police officers
12. Maintain organizational structure to achieve operational and fiscal efficiency
13. Establish Data-driven Enforcement Program

OBJECTIVE 1

Maintain Accreditation Status

Accreditation from the Virginia Law Enforcement Professional Standards Commission (VLEPSC) is based upon a multitude of professional standards developed by a coalition of police managers and professional organizations. The voluntary program provides guidance in the development of policies and procedures. Additionally, they furnish the organization with a proven management system of written directives as well as the ability to determine short and long-term goal setting. Accreditation embodies the precepts of community-oriented policing as it fosters an environment whereby the community and the police work collaboratively addressing problems.

Performance Indicator Accreditation Achieved

We have met our original goals in this category. The agency has been accredited under the VLEPSC format. In September of 2002, three police executives from other police departments, within the Commonwealth of Virginia, spent three days inspecting our documents and practices, and confirmed that we adhere to applicable accreditation standards. They developed a report, which was reviewed at the meeting by the entire Commission. As a result of their findings and confirmation that this agency has institutionalized the standards as a "life-style" demonstrating our commitment to delivering professional, cost-effective services to the community, the agency was accredited for four (4) years.. The department has been reaccredited each term since the initial award in 2002 and in 2014, the department received it's forth accreditation award. We are very proud of our status as an accredited law enforcement agency.

Targets

2015

- Maintain standards of accreditation and file documentation
- Maintain photo documentation
- Conduct self- assessment
- Quarterly inspection conducted of accreditation folders to ensure documentation is being updated
- Meet with Accreditation Team and insure that all files are complete and up to date

2016

- Continue to maintain all files and areas of the department for a mock assessment in September of each year to ensure that compliance

standards are up to date

- Quarterly inspections conducted of accreditation folders to ensure documentation is being updated

2017

- Continue to maintain all files and areas of the department for a mock assessment in September of each year to ensure that compliance standards are up to date
- Quarterly inspections conducted of accreditation folders to ensure documentation is being updated

2018

- Continue to maintain all files and adherence to standards in preparation for a mock assessment during this year, and prepare for the re-accreditation assessment in the fall of 2018. A mock accreditation will be conducted each year to ensure that compliance standards are up to date
- Continue to maintain all files and areas of the department for a mock assessment in September of each year to ensure that compliance standards are up to date
- Quarterly inspections conducted of accreditation folders to ensure documentation is being updated

2019

- Quarterly inspections are conducted of accreditation folders to ensure documentation is being updated
- Continue training of Accreditation Assistants, and all personnel in Standards of Accreditation

Strategies

- Provide training for all department members ensuring compliance with standards
- Develop public forums that allow for interaction with the community ensuring compliance
- Proceed with continuous self-assessment of agency methodology and policy
- Develop a plan that will assist the agency in successfully passing an on-site inspection for the previous term
- Foster the philosophy of accreditation and institutionalize as a "life-style"

OBJECTIVE 2

Employee Compensation Plan Adjustment

As public servants, we strive for excellence in service and demonstrate dedication to our duty as law enforcement officers. Our officers and staff are professional and skilled at what they do, and although the service to others is what we are committed to, we also have to balance that with salary and benefits commensurate with the important and often life threatening duties that we perform. For the past few years, our locality and others have faced financial hardships that don't allow for regular increases in employee salaries or benefits. To remain competitive with nearby police agencies, the department must make necessary adjustments in the salaries of its personnel so that we can continue to recruit the very best personnel and compensate fairly. To continue without an adjustment increases the likelihood that officers will seek employment at one of the other surrounding agencies for an increase in salary.

Performance Indicator

Increase base salary and salary ranges for department personnel

A comprehensive salary study has been conducted which indicate the pay scale and salary ranges for many other local police departments. A comparison has been done and new salaries proposed for the Vinton Police Department, which are competitive based upon the tasks that personnel are assigned and the fair and equitable value of the level of service that is provided to the community. It is a substantial investment to initially hire, train, and equip a police officer, and that investment continues to grow as the officer gains experience and dedication to their career. The indicator of success will be that Town Council recognizes the investment we have made, and will continue to make, in our officers and staff, and will accept a proposal to adjust salaries to compensate them for their dedication and service to the Town of Vinton and surrounding communities.

Targets

2015

- Present compensation proposal and gain acceptance from Town Council to implement

2016/2017/2018

- Continue to promote cost of living adjustments so that salaries remain competitive with other agencies

2019

- Review pay plan to ensure that we are current and up to date

Strategies

- Gather information related to salary and benefits
- Compare information received with current salary and benefit package
- Propose salary adjustment to Town Council to consider for implementation
- Promote new salary and benefit compensation plan during recruitment and retention efforts
- Continue to promote regular cost of living adjustments so that we remain current with nearby localities

OBJECTIVE 3

Traffic Safety program Effective education and enforcement

It is the philosophy of the Vinton Police that a pro-active and effective traffic program reduces crime through high police presence and visibility, saves lives and injuries by removing drunk and/or aggressive drivers from our streets, provides our motorists and pedestrians with a safer environment and a better quality of life. We will strive to keep our roads free of dangerous and aggressive drivers. It is also incumbent upon the department to continually educate the public in matters of traffic safety and of ongoing safety issues and enforcement objectives.

Performance Indicator

Percentage of reduction in traffic related deaths, injuries and accidents

Targets

2015

- Increase seat belt usage through awareness and enforcement
- Conduct seat belt survey's to establish 80% of use through the Click It or Ticket program
- Continue DUI enforcement efforts
- Continue neighborhood enforcement efforts
- Using new mapping system, define traffic hazard zones-conduct targeted enforcement in those areas
- Have one officer complete a vehicle crash investigation course (basic and advanced)
- Maintain patrol operations to specifically address traffic related complaints, conduct proactive speed enforcement, and utilize training and experience to conduct routine and complex traffic crash investigations
- Participate in Click-It or Ticket campaign

2016

- Decrease accidents and injuries due to DUI and non-compliance with safety belt laws
- Respond to neighborhood complaints regarding unsafe driving by awareness and enforcement
- Increase School Zone patrols by increasing directive patrols
- Have an officer assigned to the Blue Ridge Traffic Crash Reconstruction Team

- Compete in the Chiefs challenge sponsored by the Virginia Association of Chiefs of Police
- Participate in Click-It or Ticket campaign

2017

- Promote traffic safety awareness to schools, senior citizen groups, civic groups, churches and other community groups.
- Conduct seat belt use survey
- Compete in the Chiefs challenge sponsored by the Virginia Association of Chiefs of Police
- Participate in Click-It or Ticket campaign

2018

- Evaluate the effectiveness of the overall traffic safety program
- Compete in the Chiefs challenge sponsored by the Virginia Association of Chiefs of Police
- Participate in Click-It or Ticket campaign

2019

- Design new / update traffic safety program and set new goals
- Compete in the Chiefs challenge sponsored by the Virginia Association of Chiefs of Police
- Participate in Click-It or Ticket campaign

Strategies

- Continue to update officer's training DUI/DUID detection and uniform drug interdiction techniques in an effort to decrease DUI/DUID related accidents and injuries.
- Through professional organizations lobby legislature to pass primary seat belt law
- Maintain directed patrol board and aggressively enforce traffic laws in neighborhoods per citizens' complaints
- Compete annually in VACP'S Chief Challenge (Traffic Safety Program) and VSP'S HEAT (Auto Theft Prevention Program), to demonstrate dedication to Traffic Safety
- Increase traffic enforcement activity. Reduce accidents, deaths and injuries
- Increase use of safety belts and child safety seats through advertisements, education and enforcement of laws

OBJECTIVE 4

Maintain quality service and customer satisfaction

The Vinton Police Department defines customer service as any contact, whether passive or active, between an employee of the Vinton Police and a customer that causes a negative or positive perception by that customer. The reality of our profession is that the potential of placing employees in negative light exists with each activity performed. After all, police officers are issuing traffic tickets and are often directing a person's actions for their safety or the officer's. However, the concept of positive customer service must be sustained by being ingrained into the fabric and philosophy of the agency.

Performance Indicator ***Percentage of Customer Satisfaction***

During the last community survey, the department received a 94% good or excellent rating, which demonstrates that the department's commitment to community oriented policing has been well received by the citizens. A victim's survey (separate from community survey) is sent out monthly to persons who have had reason to contact the Vinton Police Department for service, during the previous month. A survey is sent out for each officer on the force. We follow up on any survey that indicates a dissatisfied rating in any category, to determine what the circumstances are surrounding the negative mark. I am pleased to report that nearly 100% of those surveys are received with an indication of positive officer satisfaction both in their demeanor and the way in which the investigation was conducted.

We have enhanced our relationship with all surrounding Federal, State and local Law Enforcement agencies and our local Commonwealth's Attorney office and routinely partner to address mutual concerns. Our detectives are also involved in the regional Domestic Violence Fatality Review Team. We remain very proud that the community continually turns to Vinton Police Department as a problem solver. It is obvious that the agency has earned a higher level of trust within the community, as well as among our fellow law enforcement agencies. If we as an organization remain focused upon meeting or exceeding all goals and objectives, the percentage of customer satisfaction will continue to reflect a favorable attitude toward the agency and its' members. Our neighborhood watch groups continue to work together to deter and detect suspicious activity in neighborhoods.

With the ever increasing diversity in the region, particularly in the Hispanic population, we will strive to better serve their needs. In response to this increase, the Vinton Police Department has trained and will continue to train 100% of its personnel in Cultural Diversity through the Department of Criminal Justice Services. Additionally, we will seek to train officers to become bi-lingual or at minimum to familiarize themselves with

common words and phrases to better communicate with our Hispanic population. Both our mission and vision statements are worded in English and Spanish.

Targets

2015

- Continue to maintain and update the department's website that will keep citizens up to date about current police events or community alerts
- Maintain the Crime View system that allows citizens to view real time crime statistics via the internet
- Continue support of neighborhood watch groups
- Conduct an advanced Citizen Police Academy
- Mail out and compile citizen survey and disseminate concerns to Officers for action
- Increase good/excellent responses on citizen bi-annual survey

2016

- Continue department training in Community Policing methods
- Develop and implement strategies for utilizing the Crime View system to it's fullest potential
- Every officer responsible to one (1) neighborhood watch group
- Train 2 officers in Spanish for LEO
- Review plan and make necessary adjustments
- Conduct a basic Citizen Police Academy

2017

- Continue department training in Community Policing methods.
- Seek to increase Neighborhood Watch groups and participation
- Increase good/excellent response on bi-annual citizen survey
- Train 2 officers in Spanish for LEO
- Review plan and make necessary adjustments
- Conduct a basic Citizen Police Academy

2018

- Re-evaluate customer services needs, training, and ongoing operational methods and set new targets and strategies accordingly.
- Train 2 officers in Spanish for LEO
- Review plan and make necessary adjustments
- Conduct a basic Citizen Police Academy

2019

- Increase good/excellent responses on citizen bi-annual survey
- Review plan and make necessary adjustments
- Conduct an advanced Citizen Police Academy

Strategies

- Solicit input from internal (PD employees and other Town staff) and external customers
- Continue to refine our survey methods ensuring relevancy and accuracy and to target concerns voiced by the community as well as potential problems that have a bearing on law enforcement activities within the community
- Prepare a plan of action that will address the aforementioned issues
- Develop a random sampling method that will also reach those arrested or ticketed
- Continue to utilize public forums as a mechanism that will maintain direction of agency
- Develop a mechanism that will sample apartments, and other multi-family/occupant dwellings
- Participate with Roanoke County Emergency Communications Center in a system designed to deliver notices and other information of interest to community members

OBJECTIVE 5

Felony crime, Vice, Narcotics, and Computer Crime

The Vinton Police Department has been striving to continue proactive enforcement of vice, narcotics and computer related crimes. As in every community, drug distribution cases, drug possession and drug trafficking incidents continue to threaten public safety, and without a proactive enforcement plan, the number of incidents will continue to grow. Users and dealers of illicit drugs are continuing to commit crimes to support their addictions and / or monetary proceeds from the sale of narcotics. These crimes include, but are not limited to, breaking and entering to commit larceny, thefts from vehicles, thefts from their families and friends, robbery, etc. A large number of thefts and other crimes that occur in our town are directly related to drugs.

The Detective division is constantly monitoring criminal activity in the Town by reviewing reports, receiving information from officers and citizens to identify problem areas in the Town. This information is used to determine directive patrol, surveillance and proactive enforcement measures. We continue to be a member of the ATF VIPER task force which allows us the ability to call upon additional resources from our federal law enforcement partners if needed.

Performance Indicator

Identification and Successful Prosecution of Offenders

With a proactive enforcement program in place combined with an appropriate number of officers to actively participate in enforcement efforts, we will monitor the success of our objective. Having a full time narcotics officer to coordinate enforcement efforts will result in an increase of drug and asset seizures, an increase in arrests and successful prosecution for drug offenders. This will in turn result in lowering the rate of drug related crime as well as decreasing the instances of drug distribution in the Town when drug dealers are aware that the Vinton Police Department is aggressively targeting their illegal trade. We will also continue to seize property that is used in the commission of drug distribution cases and file for asset forfeiture proceedings against offenders

We will continue to investigate computer crimes, particularly those targeting children for sexual abuse and exploitation. Technical equipment and methods are in place to investigate these incidents and the Vinton Police Department will use every resource at our disposal to combat this problem.

In regard to felony crime; by identifying problem areas and coordinating enforcement activities, we will see a drop in the number of incidents for that area.

Targets

2015

- Continue proactive drug enforcement
- Train two (2) officers in drug interdiction
- Two (2) officers to attend evidence technician class
- Continue to obtain equipment and train personnel on computer crimes
- Update / modernize surveillance equipment
- Detectives will attend neighborhood meetings and events to address concerns and ensure open communication between citizens and Detectives, and provide training to citizens on narcotics and computer crime awareness
- Continue to monitor felony criminal activity and respond appropriately
- Send one (1) Detective to Forensic science Academy

2016

- Add a Detective to be assigned to vice related offenses
- Train two (2) officers in drug interdiction
- Continue to attend citizen meetings and events
- Continue to monitor felony criminal activity and respond appropriately
- Two (2) officers to attend evidence technician class

2017

- Continue to attend citizen meetings and events
- Continue to monitor felony criminal activity and respond appropriately
- Obtain surveillance vehicle
- Two (2) officers to attend evidence technician class
- Train two (2) officers in drug interdiction

2018

- Continue to monitor felony criminal activity and respond appropriately
- Two (2) officers to attend evidence technician class
- Train two (2) officers in drug interdiction

2019

- Set new targets after program evaluation
- Continue to attend citizen meetings and events
- Continue to monitor felony criminal activity and respond appropriately
- Two (2) officers to attend evidence technician class
- Train two (2) officers in drug interdiction

Strategies

- Obtain one additional detective to work vice related crime
- Target problem drug areas and coordinate enforcement efforts
- Continue to train on these offenses to become proficient during the investigations conducted
- Educate parents in the recognition of substance abuse and internet predators so that earlier intervention is possible
- Work closely with department personnel and citizens to determine problem areas of felony crime in the Town and select an appropriate plan of action
- Receive and evaluate feedback from the department, citizens, Commonwealth's Attorney and others in regard to concerns and / or successes of the plan and adjust tactics if necessary

OBJECTIVE 6

Seek Quality Grants and Alternate Funding Sources

Grant funds, primarily from Virginia Department of Criminal Justice Services, and the federal government, are available if properly documented and researched. However grant opportunities for small police agencies have become increasingly more difficult to achieve in the recent past. It is important that the application demonstrates that the funds requested would remedy or have a positive impact upon the problem identified. We are competing with many other localities for grand awards and it is therefore incumbent upon the organization to be articulate and thorough in the development and presentation of proposals if we are to remain competitive in the acquisition of grant funds. Additionally, all grants should be analyzed to ensure that the requirements of the grant would ultimately benefit the citizens and not require undue demands on the community.

Performance Indicator ***Amount of Grants/Alternate Funding received***

From 2001 to present, the Police Department has obtained nearly 2.2 million dollars in grant funds. These grants greatly assist police agencies during times of budget cuts due to poor economic conditions. We strive to identify and prioritize department and community needs and seek grants that can help with the purchase of equipment, supplies, etc. to meet those needs.

Targets

2015

- Continue seeking high quality, cost effective, goal oriented grants of an amount equaling at least 5% of the department's annual budget
- Train one person in grant writing and grant administration
- Seek grant(s) that provide specialty personnel such as crime analysts and domestic violence coordinator

2016

- Seek grants of an amount equaling at least 5% of the annual budget.
- Increase number of department grant trained personnel to two (2)

2017/2018/2019

- Re-access availability of grants, and entire grant process. Set goals accordingly
- Continue to actively seek alternative funding sources

Strategies

- Continue training of Grants manager and develop other personnel in the art of seeking, finding, writing and administering grants
- Grant personnel will attend quality grant writing seminars, meetings, and planning sessions, to keep abreast of successful grant strategies and the latest techniques in grant writing and presentation
- Expand search for grant sources, subscriptions, Internet search, and constant communication with grant issuing authorities DMV, DCJS, etc. as to type and availability of grants
- Form partnerships with other organizations and agencies that will increase our chances of successful grant applications
- Use caution to obtain only grants that would enhance and complement our objectives and that would not create undue community commitment during or at the conclusion of funding

OBJECTIVE 7

Comprehensive Vehicle Replacement

The Vinton Police Department is heavily dependent upon a variety of vehicles that allows us to deliver services to the community. For an organization to be truly effective, it is critical that all vehicles are in peak working order. To ensure that all of our required vehicles are in a state of readiness, a structured and pro-active vehicle maintenance replacement strategy is critical. It is fiscally prudent to project and plan for purchases that will be required in the future while ensuring that the department is capable of continually delivering service to the community.

Performance Indicator

Vehicle Cost efficiency and operability

It is not realistic to expect that all emergency purchases will be eliminated, even with the most detailed and comprehensive plan in place. However, experience and productivity can evaluate and predict the replacement needs for most equipment. With a history of 24 hours a day, 7 days a week of fast starts, quick stops and continuous operation or idling, the mechanical expectation of a fleet police vehicle is 1-2 years as a line patrol unit. By having individually assigned vehicles as we do now, each vehicle is assigned and operated by one officer. This method of assignment has increased the life expectancy of a patrol vehicle dramatically, and has reduced maintenance and overall operational costs. The projected life expectancy of an individually assigned police vehicle is ten (10) years, many times that of a fleet car. By constantly monitoring the Individually Assigned Vehicle Program to ensure both conformity to department policy and fiscal responsibility, we can be confident that this program is beneficial to operational readiness and cost effectiveness.

Targets

2015

- Continue the Individually Assigned Vehicle program

2016

- Continue to monitor vehicle program
- Evaluate the status of administrative police vehicles and animal control truck and plan for replacement

2017

- Continue to monitor vehicle program
- Evaluate the status of four-wheel drive utility vehicles and plan for replacement

2018

- Continue to monitor vehicle program
- Replace 2008 Crown Victoria's

2019

- Obtain lease to replace 10 year old vehicles

Strategies

- Maintain the inventory of department police vehicles, property and equipment
- Conduct strategy meetings with staff to discuss vehicle and related equipment needs of the department
- Work with Town Manager and Council to maintain the Police Vehicle Replacement Policy
- Receive continuous feedback from supervisors regarding equipment requirements and purchases.
- Perform weekly inspections conducted by shift supervisors of all vehicles and equipment. Random monthly inspections will be conducted by administrative staff
- Continue to evaluate fuel consumption

OBJECTIVE 8

Comprehensive Police Equipment Maintenance/Replacement Plan

As with Police Department Vehicles, we rely heavily on a wide array of equipment in the everyday performance of our duties. We not only rely on this equipment to carry our service to the community effectively, efficiently, and professionally; but our very lives and that of those we protect may well depend on the operational status of our equipment. It is vital to officer/citizen safety, as well as fiscally prudent, that our equipment is maintained in top operating condition. It is equally important that a regular replacement schedule is maintained that will replace worn, aged and inferior equipment in a timely manner. It further avoids the very expensive emergency mass purchases commonly known as the “management by crisis theory”.

Performance Indicator ***Operability of equipment and maintenance costs***

Maintenance of all equipment will be closely monitored. Cost of maintenance and operability status will be monitored and documented. The equipment array is too numerous to list here and a complete inventory of department equipment is documented and is continually updated and evaluated for its condition and replacement needs.

Targets

2015

- Normal uniform and uniform equipment replacement
- Normal vehicle equipment rotation and replacement
- Follow normal vest replacement schedule
- Continue utilizing technology enhancements such as department website, datasharing, Leads On-Line, and many other software tools

2016

- Follow normal replacement schedule
- Follow normal vest replacement schedule

2017

- Follow normal replacement schedule
- Replace computers as needed
- Follow normal vest replacement schedule

2018

- Follow normal replacement schedule
- Replace main printer

- Replace computers as needed.
- Follow normal vest replacement schedule
- Evaluate the replacement of officer duty weapons.

2019

- Follow normal replacement schedule
- Replace computers as needed
- Follow normal vest replacement schedule

Strategies

- Solicit constant feedback from staff, supervisors and line persons who use the equipment daily
- Maintain an annual inventory documenting all equipment and its condition.
- Maintain record of maintenance of all equipment
- Keep Town Manager and Council apprised of equipment needs and of updates in replacement schedule to avoid unexpected requests for purchases
- Maintain constant and ongoing system of inspections of equipment on a regular basis

OBJECTIVE 9

Continue Career Enhancement Program for Personnel

The Vinton Police Department is committed to providing professional law enforcement service to our community. The men and women of the department provide this service. The higher the skill, education level and training level of our personnel the higher the level of service provided. It is critical that the skill level of staff be fully developed, enabling them to recognize their full potential. Job satisfaction of employees through the knowledge that they are competently trained and provided with the tools to deliver these services will also serve to instill, in these employees; confidence, and a sense of pride in their job. It will serve to retain quality employees. The sanctity of human life is paramount to the officers and is reflected in the values statement of the agency. The Career Enhancement Program serves to promote and reward officers who want to excel in their profession which in turn benefits the Police Department, the Town, and its citizens.

Performance Indicator

Percentage of personnel trained and seeking career enhancement

By meeting or exceeding all targets, the percentage of employees receiving specialized training will continue to increase

Targets

2015

- Review CEP program for all personnel
- Review compensation amounts for specializations and adjust as necessary

2016/2017/2018/2019

- Review/Amend/Prioritize programs
- Work with HR and Town Officials to maintain program

Strategies

- Meet annually with each employee to discuss and document their career goals, training and educational needs to achieve those goals and the relation of these goals to the goals of the department
- Develop relationships with organizations that will bring high quality training to Vinton reducing tuition, lodging and transportation costs
- Provide sufficient classroom area and sponsor seminars for regional training of area police officers and staff
- Identify potential resources that can provide inexpensive training to staff

OBJECTIVE 10

Diversity of Agency Personnel

The Vinton Police Department is committed to identifying and employing the most suitable candidates. The benefits of effective recruitment and selection policies are manifested in a lower rate of personnel turnover, fewer disciplinary problems, higher morale, better community relations and more efficient and effective service delivery to the community. The work force should be representative of the community employing Equal Opportunity Employment strategies that will remove barriers that prevent people from being treated differently.

Performance Indicator

Diversity ratio of the police department

Recruitment steps have been directed to the goal of approximating the sworn law enforcement ranks to be more reflective of the demographic composition of the Vinton Community.

Targets

2015

- Coordinate efforts with to maintain quality of work life for employees
- Review and implement recruitment and hiring programs
- Continually evaluate personnel needs
- Develop a recruitment program and distribute information to the community through the department website, job fairs, special events and other public venues

2016/2017/2018/2019

- Analyze effectiveness and re-assess program
- Continually evaluate personnel needs
- Continue recruiting efforts

Strategies

- Develop skills of staff members in the area of recruitment
- Develop relationships with organizations representing minorities that will enhance recruitment opportunities
- Develop an electronic brochure that highlights the positive working environment at the Vinton Police Department
- Ensure that the employment environment within the Vinton Police Department is inclusive and eliminates gender bias terminology
- Ensure that advertisements avoid setting standards that may screen out individual classes
- Participate in "Career Days" at local schools
- Continually update the departments website with information

OBJECTIVE 11

Acceptable Workload for Police Officers

The Vinton Police Department responds to thousands of calls for service each year. In comparison with Virginia police departments of similar size, the workload assessment for Vinton police officers is very high, but the crime rate is kept lower than the state and national average because of the officer's productivity and community involvement. To ensure that each incident is attended to and satisfactorily resolved, the workload must stabilize. Since most recent community surveys indicate a very favorable opinion of their police, a conclusion can be drawn that there is satisfaction with the delivery of service. Due to the 2012 budget concerns, we have reduced the Detective staff from three Detectives to two, who have to handle criminal cases, illegal drug activity, and other investigations. Cyber crime is now entering prominently into the picture as well. Even with this added workload our Detectives have to assist the uniform patrol division throughout the year to cover for personnel shortages.

Performance Indicator ***Job Task Analysis and calls for service***

The vast majority of police calls in Vinton can be categorized as quality of life issues such as disorderly persons, noise complaints, domestic disputes, many of which have a basis in the use and abuse of alcohol and/or drugs. Over the past several years Vinton has continued to experience criminal acts and drug activity. Regardless of perception, each and every call will still require appropriate police response. When reaction to service requests are delayed or ignored due to more serious incidents or large volume of calls, there needs to be an assessment of the level of services the department can provide. A reduction in staff affects the level of service provided.

Targets

2015

- Closely monitor the workload of officers and delivery of current police services during times of reduced staffing

2016/2017/2018

- Closely monitor the workload of officers and delivery of current police services during times of reduced staffing

2019

- Evaluate current workload-officer ratio

Strategies

- Review workload assessments/task analysis annually
- Maintain communication with Town Council ensuring that they are informed of officer workloads
- Review personnel allocations to ensure that the use of resources is maximized

OBJECTIVE 12

Organizational Structure (Achieve Maximum Operational and Fiscal efficiency)

The Vinton Police Department is a full service proactive Police Department. The department has made great strides in technology in the last few years. However with the many great strides forward, the organizational structure has changed little. Through job task analysis and responsibility study we must move our organizational structure forward to meet the demands of a modern proactive, community oriented and problem solving Police agency. We must assure that all areas for which we are responsible are being properly supervised and staffed with adequate personnel to carry out the required mission.

Performance Indicator ***Annual task and responsibility analysis***

An annual review of personnel assignments will allow the department to determine if the organizational structure is utilized effectively. The review will be studied and tasks would be prioritized to determine if we are spending time properly to address the goals and objectives of the department and in line with the community's desires. The organizational Chart would be reviewed to ensure adequate attention is being given in prioritized areas. Feedback will be obtained from officers and suggestions documented in regard to better the department and increase efficiency and professionalism.

Targets

2015

- Monitor officer work load and crime stats. Ensure that personnel are placed in the positions or tasks most effective to the department and citizens we serve

2016/2017/2018/2019

- Review organizational make-up considering latest analysis

Strategies

- Use performance indicators to complete annual supervisory/management study to insure adequate supervision in all required areas
- Annually review organizational structure to determine effectiveness and efficiency and adjust as necessary
- Solicit feedback from staff to insure continuous operational efficiency
- Evaluate semi-annual employee and citizen surveys as feedback on department needs and the delivery of services

OBJECTIVE 13

Establish Data-driven Enforcement Program

The Vinton Police Department is committed to delivering professional and quality police service to the community. Being able to focus enforcement activity in areas that have been identified by crime data, citizen complaints, or other concerns help to reduce the rate of crime and deter future incidents. By a process of incident analysis, which includes traffic crash data, we can best determine where the problem areas are located and conduct targeted patrols of those locations.

Performance Indicator

A reduction in calls for service and incidents occurring in target areas

Officers will be informed of those locations that are of concern to conduct appropriate enforcement activity. This activity will be monitored by administrative staff to ensure effectiveness of the program. In addition, officers will interact with citizens in the area to gather additional information to assist us with our efforts and maintain a positive liaison with the community.

Targets

2015

- Key members of the administrative staff will attend training in regard to data-driven analysis
- A system will be utilized to analyze and determine areas of increased calls for service or incidents occurring
- Areas of concern will be mapped out in a format that can be used by officers to conduct targeted enforcement activity
- Continuing analysis of calls for service and incidents in those areas will be conducted to determine the effectiveness of enforcement

2016/2017/2018/2019

- Continue to monitor crime and traffic data and update target enforcement locations as needed

Strategies

- Receive concerns from citizens, officers, and Town staff in regard to concerns
- Conduct analysis to determine problems areas and plan a course of action
- Communicate plan of action effectively to officers
- Re-evaluate data and other information available to determine the effectiveness of the plan

Our strategic plan is ever evolving and dependent upon the available budget and expectations of the community. You have found that the plan describes what we want to accomplish over the next five years, but our vision extends far beyond that. Setting goals and objectives and having the vision to keep looking into the future is essential in maintaining a state of the art police department and to ensure that our mission is being fulfilled. The Vinton Police Department will continue to operate at peak performance and keep up to date with ever changing technology, training and tactics. The men and women who serve in the department are professional, motivated individuals who come together to form a winning team.

We are proud to serve the Town of Vinton and surrounding communities and are committed to the delivery of quality law enforcement services. We encourage you to visit our website at www.vintonpolice.com for up to date information regarding the department, news, and information.

Thank you for reviewing our strategic plan for 2015 and beyond.

