



WICKENBURG POLICE DEPARTMENT

# STRATEGIC PLAN

2023-2028



PRIDE | SERVICE | VALOR

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# Introduction

The Wickenburg Police Department proudly serves the Town of Wickenburg, Arizona, a beautiful western town located approximately thirty (30) miles northwest of the Phoenix metropolitan area. Split between Maricopa and Yavapai Counties, Wickenburg encompasses a growing twenty-seven miles of jurisdiction and as of 2023, serves a year round resident population of approximately 7,500.

Every five years, the Wickenburg Police Department participates in a strategic planning process that allows us to identify what we have accomplished and what we look to achieve. This living document will adjust and flow to the needs of the department and community but always offer a foundation for what the department looks to achieve in the coming years.



# Letter from the Chief

As the Chief of Police, it is my pleasure to present the Wickenburg Police Department's 2023-2028 strategic plan. Strategic planning is of paramount importance, becoming a roadmap for the government to move forward. This focused, strategic plan is a collaborative effort between the community and the town, designed to ensure that the Wickenburg Police Department focuses its efforts on the most important issues impacting our community.

The strategic goals outlined in this plan have been created in an effort to accomplish the public safety objectives set forth in the strategic plan for the Town of Wickenburg. This plan was created by identifying town council's concerns as well as those of our citizens utilizing a town-wide satisfaction survey.

The Wickenburg Police Department has a long history of community policing, holding to our three core principles of excellence: pride, valor and service. We continue to focus our efforts on reducing crime and the fear of crime, identifying, and utilizing new technologies and innovative law enforcement techniques. While embracing change is not always easy, these goals serve to remind us of what is important to our community.

While this strategic plan encompasses a wide range of ideas and solutions that focuses on crime and community engagement, it should not be considered all-inclusive. This plan will be re-evaluated continuously in order to address the ever-changing landscape that is law enforcement in the United States.

Change does not come naturally or easily, which is why it is important to recognize the dedication and commitment of the members of the Wickenburg Police Department — sworn, civilian and volunteers — the overwhelming support of the Mayor, Town Council, Town Manager's office and most important the citizens of Wickenburg. I want to thank you all for your efforts in making Wickenburg a safe community to live and raise a family.



**CHIEF LES BROWN**

# Mission Statement

The Wickenburg Police Department strives for professional excellence, reflected in the quality of service we provide to our citizens. By creating and maintaining partnerships with our community, we are committed to ensuring Wickenburg remains a safe western town.

# Vision Statement

We are servant leaders. The care and dedication we feel for our community is expressed every day in the relationships and trust we garner by serving the community with integrity, transparency and accountability.

# Department Values

## Pride

We express pride in our department and the community in which we serve, through the quality and professionalism of our work.

## Service

We instill trust in the community members and visitors by providing transparent and unbiased law enforcement services.

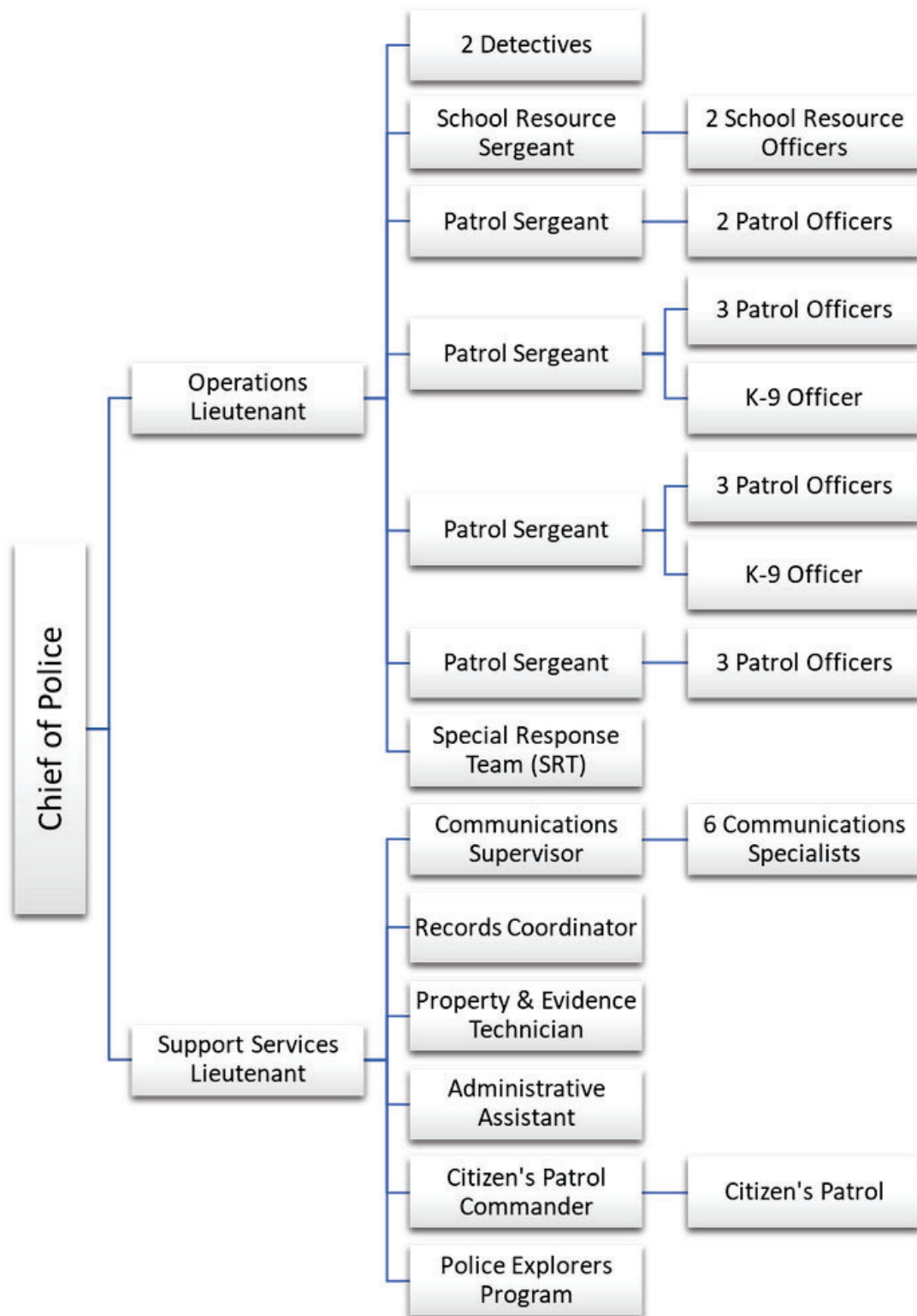
## Valor

We demonstrate our courage and compassion by helping and defending our most vulnerable citizens, dedicating our effort to ensure our community is protected from crime and the fear of crime.





# Organizational Chart



# OBJECTIVE #1

## INCREASE PUBLIC ENGAGEMENT & VISIBILITY

### Strategic Goals

#1 - Restructure & Establish an Expanded  
Neighborhood Liaison Officer Program

#2 - Expand Child Engagement Through  
Increased Presence at Local Schools

#3 - Revitalize & Expand Our Public Outreach  
Program



## Objective #1 - Increase Public Engagement & Visibility

# NEXT STEPS

# 1

### **RESTRUCTURE & ESTABLISH AN EXPANDED NEIGHBORHOOD LIAISON OFFICER PROGRAM**

Sworn patrol officers will be assigned and designated as a neighborhood liaison officer for a neighborhood(s). They will be responsible for being the point of contact, addressing issues of concern related to criminal activity. Each officer will be required to host/attend a neighborhood liaison meeting/community event each year.

This program will be active and areas assigned by June of 2024.

# 2

### **EXPAND CHILD ENGAGEMENT THROUGH INCREASED PRESENCE AT LOCAL SCHOOLS**

We will collaborate with WUSD #9 personnel in order to expand the School Resource Officer program to include the middle and elementary school within Wickenburg. SRO's assigned to the additional schools will assist school administration by coordinating educational and after school activities for students. The SRO assigned to the high school will work with police administration to revitalize the WPD Explorer Program.

Officers will be hired and assigned by the end of 2024.

# 3

### **REVITALIZE & EXPAND OUR PUBLIC OUTREACH PROGRAM**

We will revitalize and expand our public outreach program by holding a minimum of two events per year focusing on activities for children. We will continue our outreach activity, Coffee with a Cop, on a quarterly basis. Cops Who Care will continue to focus on providing presents for needy families during the Christmas holiday season and an easter egg hunt for children during the Easter holiday.

This shall be ongoing and in place by the end of 2023.





## OBJECTIVE #2

STRENGTHEN PROCEDURES  
TO ASSURE CONTINUED  
EXCELLENCE IN SERVICE

### Strategic Goals

- #1 - Target Crime Through the Innovative Use of Intelligence Led Policing Practices
- #2 - Increase Available Resources Through the Expansion of Outside Agency Partnerships & Mutual Aid Agreements
- #3 - Develop & Implement an Equipment & Technology Tracking Plan
- #4 - Reduce Overall Response Times for Priority Calls for Service

## Objective #2 - Strengthen Procedures to Assure Continued Excellence in Service

# NEXT STEPS

# 1

### **TARGET CRIME THROUGH THE INNOVATIVE USE OF INTELLIGENCE LED POLICING PRACTICES**

We will purchase and install ALPR cameras in order to target transient crimes that effect our community. Additionally, department personnel will receive training on crime analysis concentrating on identifying patterns of criminal activity to better focus department resources. This training is a precursor to creating a part time crime analyst position.

These objectives shall be completed by the June of 2025.

# 2

### **INCREASE AVAILABLE RESOURCES THROUGH THE EXPANSION OF OUTSIDE AGENCY PARTNERSHIPS & MUTUAL AID AGREEMENTS**

The Wickenburg Police Department will endeavor to expand its cooperative partnership with other West Valley law enforcement agencies to include an IGA for a cooperative prisoner transport program.

This will be completed by December 2027.

# 3

### **DEVELOP & IMPLEMENT AN EQUIPMENT & TECHNOLOGY TRACKING PLAN**

An equipment tracking/capital replacement program shall be developed for the purposes of ensuring that the department has the latest innovative tools for its personnel. This program will identify equipment that is at the end of its life, and equipment that is needed to be upgraded.

This will be completed by December 2025.

# 4

### **REDUCE OVERALL RESPONSE TIMES FOR PRIORITY CALLS FOR SERVICE**

We shall reduce priority one and priority two average response times by 30%. This shall be completed by the end of 2026.



# OBJECTIVE #3

## CULTIVATE A ROBUST RECRUITMENT & RETENTION PROGRAM

### Strategic Goals

- #1 - Establish a Robust Recruitment Program  
Based on Department & Community Needs
- #2 - Develop & Implement A Peer Support  
Program
- #3 - Improve Department Retention Through A  
Comprehensive Training Program



## Objective #3 - Cultivate a Robust Recruitment & Retention Program

# NEXT STEPS

1

### **ESTABLISH A ROBUST RECRUITMENT PROGRAM BASED ON DEPARTMENT & COMMUNITY NEEDS**

We will develop a robust recruitment program in order to ensure the necessary number of personnel to provide effective law enforcement services to the community is maintained. We will work with Human Resources to identify opportunities to expand and improve recruitment efforts. This program will highlight new innovative ideas for recruitment of an ever-changing workforce. Additionally, an annual assessment will be completed by Department administration to ensure that the number of officers employed is enough to allow for a 50% proactive/reactive response.

This will be completed by December 2024.

2

### **DEVELOP & IMPLEMENT A PEER SUPPORT GROUP**

We will work with Human Resources in order to develop and implement a peer support program. This program will include support for both sworn and non-sworn personnel and include hosting a minimum of one annual training addressing mental health.

This will be completed by June 2025.

3

### **IMPROVE DEPARTMENT RETENTION THROUGH A COMPREHENSIVE TRAINING PROGRAM**

We will improve retention by developing a comprehensive training program for all department personnel both sworn and non-sworn. An annual survey will be created to identify training wants and needs, personnel interests and to ensure that training is assigned fairly throughout all department personnel.

This will be completed by June 2026.



# OBJECTIVE #4

## EXPAND & ENHANCE CRIME PREVENTION & ENFORCEMENT

### Strategic Goals

- #1 - Increase Drug Enforcement & Interdiction Efforts
- #2 - Create an Online Public Crime Reporting Portal
- #3 - Expand Our Impaired Driving Program
- #4 - Expand Drug Education Opportunities Within The Community



## Objective #4 - Expand & Enhance Crime Prevention & Enforcement

# NEXT STEPS

# 1

## INCREASE DRUG ENFORCEMENT & INTERDICTION EFFORTS

We shall increase drug enforcement interdiction activities by working collaboratively with the Department of Public Safety to create a quarterly interdiction activity focusing on traffic along US 60 and US 93 (overall increase of 20%). Additionally, department personnel will work to create two education outreach courses for students on the negative effects of drugs annually.

This will be completed by December 2025.

# 2

## CREATE AN ONLINE PUBLIC CRIME REPORTING PORTAL

We shall develop an online public portal that allows for specified non-emergency crimes to be submitted and processed.

This will be completed by July 2027.

# 3

## EXPAND OUR IMPAIRED DRIVING PROGRAM

We will certify two additional Drug Recognition Experts (DRE), Advanced Road Impaired Driving Enforcement (ARIDE) and Phlebotomists in an effort to combat impaired driving within the community.

This will be completed by July 2028.

# 4

## EXPAND DRUG EDUCATION OPPORTUNITIES WITHIN THE COMMUNITY

Drug Recognition Experts will collaborate with all public and private school administration to teach DITEP to all teachers and school nursing staff.

This will be completed by July 2028.

# Strategic Plan FY 2023-2028

Objective / Strategic Goal	Responsible Unit	Projected Completion
OBJ 1, Strategic Goal #1 Restructure & Establish an Expanded Neighborhood Liaison Officer Program	Operations (Patrol)	June 2024
OBJ 1, Strategic Goal #2 Expand Child Engagement Through Increased Presence at Local Schools	Support Services (Public Outreach)	December 2024
OBJ 1, Strategic Goal #3 Revitalize & Expand Our Public Outreach Program	Support Services (Public Outreach)	On Going
OBJ 2, Strategic Goal #1 Target Crime Through the Innovative Use of Intelligence Led Policing Practices	Support Services (Administration)	June 2025
OBJ 2, Strategic Goal #2 Increase Available Resources Through the Expansion of Outside Agency Partnerships & Mutual Aid Agreements	Office of the Chief (Administration)	December 2027
OBJ 2, Strategic Goal #3 Develop & Implement an Equipment & Technology Tracking Plan	Operations (Administration)	December 2025
OBJ 2, Strategic Goal #4 Reduce Overall Response Times for Priority Calls for Service	Operations (Patrol)	December 2026

# Strategic Plan FY 2023-2028

Objective / Strategic Goal	Responsible Unit	Projected Completion
OBJ 3, Strategic Goal #1 Establish a Robust Recruitment Program Based on Department & Community Needs	Support Services (Administration)	December 2024
OBJ 3, Strategic Goal #2 Develop & Implement A Peer Support Program	Operations (Administration)	June 2025
OBJ 3, Strategic Goal #3 Improve Department Retention Through A Comprehensive Training Program	Support Services (Administration)	June 2026
OBJ 4, Strategic Goal #1 Increase Drug Enforcement & Interdiction Efforts	Operations (Patrol)	December 2025
OBJ 4, Strategic Goal #2 Create an Online Public Crime Reporting Portal	Support Services (Administration)	July 2027
OBJ 4, Strategic Goal #3 Expand Our Impaired Driving Program	Operations (Patrol)	July 2028
OBJ 4, Strategic Goal #4 Expand Education Opportunities Within The Community	Operations (Patrol)	July 2028



# Acknowledgements



**We wish to thank our dedicated personnel and the supportive citizens of our community.**

We wish to send an acknowledgement of appreciation to:

Wickenburg Town Council

Wickenburg Town Manager

Wickenburg Town Staff

Citizen's Patrol Volunteers

Partnering Non-Profit Organizations

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