

CITY OF FLORENCE
POLICE DEPARTMENT



STRATEGIC PLAN
2015 – 2019

FLORENCE POLICE DEPARTMENT

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FLORENCE POLICE DEPARTMENT

MESSAGE FROM THE CHIEF

The Florence Police Department's core values are Service, Honor, and Excellence. It are these values that drive our efforts to provide the community with professional police services. It is our purpose and function to identify and resolve all criminal and quality of life concerns within our community. In doing so, we will conduct ourselves honorably, uphold our Oath of Office, respect the rights of all citizens, and maintain a high level personal integrity. In all things, excellence is our standard. We pursue excellence in service, conduct, professional development, and in our work.



Guided by these values, I am proud to present the *Florence Police Department 2015-2019 Strategic Plan*. This plan is a comprehensive strategy. It defines roles, clarifies expectations, and outlines goals and objectives for the next five years. It is the culmination of months of study, research, and discussion about community priorities and the focus of our department. This plan recognizes that no single initiative can adequately address our needs. It also acknowledges that results must be measureable if we are to track our progress. Monthly Command Staff meetings will ensure that our efforts are accomplishing the desired outcomes and that adequate progress is being made.

Your police department works hard to make the City of Florence one of the safest cities in the nation. It is an effort that requires public and private partnerships to achieve. Therefore, I am thankful for all of our partners who are committed to working with us to improve our quality of life. I would like to credit our elected leadership for making public safety a top priority and the Florence City School system for working closely with our city and police department to place a School Resource Officer in every city school. Our private partners, such as the victim service providers, including Safeplace and Rape Response, support us by providing necessary follow up services to our residents. Moreover, there are many businesses that have come alongside our department by providing additional support.

As a result, the City of Florence continues to remain one of the finest cities to live, raise a family, start a business, and retire. The quality of life we enjoy is as good as any community, anywhere.

On behalf of the Florence Police Department, I want to thank our community for having confidence in us to protect and serve you.

Respectfully,

A handwritten signature in blue ink, appearing to read 'R. D. [unclear]'. The signature is fluid and cursive.

FLORENCE POLICE DEPARTMENT

ORGANIZATIONAL OVERVIEW

The Florence Police Department proudly serves the City of Florence, a community of 40,000 residents located in the northwest corner of Alabama. The police department has 110 sworn officers and 28 civilian employees. The City of Florence stretches 26 square miles on the northern border of the Tennessee River. The Florence Police Department is a progressive, innovative, and accredited law enforcement agency, committed to service, honor, and excellence as our core values. These values drive us to provide outstanding police service to all our residents, respecting the rights of all persons, and appreciating the diversity within our community.

OUR MISSION

Our mission is to protect lives and property, maintain order, and aid those in distress. In doing so, we will safeguard the rights of all citizens by steadfastly upholding the Constitution of the State of Alabama and the Constitution of the United States. To fulfill this mission, we will employ innovative strategies to prevent and suppress crime; actively identify, pursue, and arrest criminal offenders, and seek solutions to ongoing problems by forging partnerships and cultivating relationships within our community.

OUR VISION

The vision of the Florence Police Department is to preserve the distinguished quality of life in Florence, Alabama by providing superior police services for the citizens and visitors of our diverse community in an ever-changing world.

OUR VALUES

- SERVICE** – Service to others is our highest calling. Therefore, we are unwavering in our commitment to deliver superior police service, recognizing the importance of strong professional standards, and a responsiveness to our community's concerns.
- HONOR** – We endeavor to properly represent ourselves, our community, and our chosen profession by serving with integrity, respect, and dignity. We are equally bound to conduct ourselves in a trustworthy and courageous manner as we carry out our mission.
- EXCELLENCE** – We believe that excellence is not an end state, rather a continuous pursuit requiring deliberate attention. Accordingly, we dedicate ourselves to the continuous improvement of police service through training, dedication to duty, and exemplary conduct.

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ORGANIZATIONAL WORK FLOW

- Our Mission is a statement of the general purpose of our organization.
- Our Vision is an image of how our organization purposes to operate moving forward.
- Our Strategic Initiatives are derived from our Mission and Vision statements and are declarations of what our organization purposes to achieve.
- Specific Objectives have been identified that support achievement of our Strategic Initiatives. Objectives are statements of the general means by which our department will work to meet the Strategic Initiatives.
- Detailed Strategies are statements of how each Objective will be addressed. Strategies will incorporate multiple tasks, projects, and/or initiatives which are designed to produce measureable results.

SPONSORSHIP AND ACCOUNTABILITY

The Department's Command Staff is committed to the successful implementation of this plan. The Chief of Police, Deputy Chiefs and Captains are responsible for the strategic plan objectives. As "sponsors", designated members of the Command Staff will work with each other and subordinate officers to outline strategy, assign responsibility, deploy resources, and ensure that the Department accomplishes the items identified within the plan.

THE PLANNING PROCESS

Members of the Florence Police Department's Command Staff met on several occasions to discuss the strategic plan. Staff Meetings were used to identify our most pressing challenges. We then determined strategies required to address these challenges. Next, we defined our priorities and then developed a subsequent response plan. Finally, this plan was widely distributed among our personnel for implementation. Throughout the process, each member of the Command Staff was tasked with analyzing and evaluating data from existing sources including but not limited to equipment inventories, Comstat data, previous budget requests, current personnel lists, training documents, and other relevant sources, in order to determine the most immediate departmental needs. Our Command Staff then attempted to forecast probable challenges our department will likely encounter during the next five (5) years. As part of the planning process, we also considered previous strategic plans, evaluated existing resources and strategies, and suggested modifications to existing efforts in order to fully achieve departmental goals. Each Commander concentrated on their current areas of responsibility.

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Based on these meetings, this plan was developed and will be implemented as noted. It reflects the most pressing issues facing the police department, our planned response to these issues, as well as reflecting organizational goals, and current community concerns. The plan, which is admittedly “fluid” and “living”, is subject to review and modification as needed. The primary focus of the plan has been to establish a vision for the future of our department and serve a roadmap with well-defined strategies and objectives to guide our efforts during the next five (5) years.



FLORENCE POLICE DEPARTMENT

STRATEGIC INITIATIVES	STRATEGIC OBJECTIVES
1.0 Crime Reduction – Operational Initiatives	1.1 Enhance Patrol Operation Capabilities 1.2 Enhance Community Policing Capabilities 1.3 Increase Investigative Capabilities 1.4 Crime Reduction through Legislation
2.0 Provide Professional Development and Training Solutions	2.1 Expand and Improve Field Training Program 2.2 Increase use of In-house Subject Matter Experts 2.3 Implement a Florence Police Leadership Institute 2.4 Annual Mandatory/As-Needed Training
3.0 Enhance Recruitment and Retention of Officers	3.1 Identify Additional Recruiting Sources 3.2 Conduct an Annual Analysis 3.3 Implement a Career Enhancement Program 3.4 Implement a “Defined Succession Plan” 3.5 Enhance Employee Recognition and Awards
4.0 Innovate for the Future	4.1 Develop a Department Wide Body Camera Implementation Plan 4.2 Fully Integrate CRU with E-Citation 4.3 Transition to Touch Screen Tablet Computers 4.4 Identify and Prioritize Technology Needs 4.5 Conduct an ALPR Feasibility and Funding study 4.6 Conduct a UAV Feasibility and Funding study 4.7 Expand our Grant Application Efforts 4.8 Conduct a Mapping Software Feasibility and Funding Study 4.9 Conduct an Annual Technology Assessment 4.10 Explore On-Line Reporting Possibilities 4.11 P25 Radio System 4.12 Bar Coding Evidence
5.0 Strengthen Communications	5.1 Annually Host a Citizens Police Academy 5.2 Conduct a Citizen Satisfaction Survey 5.3 Capture the History of the Police Department 5.4 Engage Minority Communities 5.5 Coffee with a Cop events 5.6 Tweet A Long Events 5.7 Continue to Enhance Social Media Presence 5.8 Improve the Employee Performance Evaluation Instrument 5.9 Improve Citizen Complaint Process 5.10 Expand participation in Community Service Organizations 5.11 Promote Volunteerism 5.12 Emphasize use of the FPD Tip Line 5.13 Improve Transparency

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6.0 Strengthen Preparedness Capabilities	6.1 Implement Critical Incident Management Training 6.2 Formalize Critical Incident Policy and Procedures 6.3 Implement an Emergency Management Specialist Position(s) 6.4 Police Emergency Operations Center
7.0 Improve Traffic Safety	7.1 Implement Department Wide Crash Reduction Initiatives 7.2 Targeted Traffic Enforcement and Engineering Initiative 7.3 Participation in Traffic Safety Campaigns
8.0 Support Accreditation Efforts	8.1 Enhance Proof Maintenance Participation 8.2 Implement an Accreditation Succession Plan 8.3 Anticipate Accreditation Training Obligations
9.0 Enhance Facilities & Communications	9.1 Relocate FPD Dispatch to EMA 9.2 911 to Spillman Interface 9.3 Improve Existing Communications System
10.0 Forecast Fiscal Obligations	10.1 Anticipate Budget Needs and "End of Life" of Equipment. 10.2 Vehicle Rotation & Replacement Plan 10.3 5 YR Capital Needs Plan 10.4 Going Green Initiative
11.0 Enhance and Support Employee Wellness	11.1 Implement a Department Wide Physical Fitness Program 11.2 Expand the Florence Police Wellness Center Capabilities 11.3 Certified Physical Fitness Instructor

Legend:

YEAR:	FUNDING STATUS:
1 = FY 2014/2015	BF = Budgeted Funds
2 = FY 2015/2016	ER = Existing Resources
3 = FY 2016/2017	OP = Operating
4 = FY 2017/2018	NF = Not Funded
5 = FY 2018/2019	GR = Grant
	CP = Capital Projects
	NR = None Required
	TBD = To Be Determined

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1.0 CRIME REDUCTION – OPERATIONAL INITIATIVES

1.1 Enhance Patrol Capabilities

1.2 Enhance Community Policing Capabilities

1.3 Increase Investigative Capabilities

1.4 Crime Reduction through Legislation



1.1 Enhance Patrol Operation Capabilities

Patrol operations are the backbone of the Florence Police Department. Patrol officers are the most visible aspect of the police department, and the person's called when someone needs help or assistance. Patrol officers respond to calls, take reports, make arrests, process crime scenes, gather and collect evidence, assist at wreck scenes, and write reports. They perform community policing tasks, assist with traffic safety, and are the first responders to all calls for service. The effectiveness of the Florence Police Department depends upon these officers' skills, training, knowledge, technology, and equipment. As a result, it is most important to our police department and our community to enhance their capabilities. Skills, training, technology and equipment enhancements are covered elsewhere in this plan. This section acknowledges that patrol operations can be enhanced through methodology, techniques, strategies, tactics, and deliberate deployment of resources.

SPONSORSHIP – Operations Bureau Deputy Chief and Patrol Captains

STRATEGIC OBJECTIVES

(Year, Funding status)

- | | | |
|-------|---|-----------|
| 1.1.1 | Implement a Data Driven model of policing
(Deployment of personnel and resources is based on data obtained through Comstat, CrimeReports.com, a review of current events or activities, and/or identified crime trends.) | (1-5, NR) |
| 1.1.2 | Surge Resources
(The Florence Police Department will “surge” resources to address violent crime, violent criminals, and high risk locations and events. We will also identify vulnerabilities and devote resources to protect these areas.) | (1-5, OP) |
| 1.1.3 | Targeted Patrols
(Using “targeted patrols” officers are instructed to visit certain locations at certain times. <i>(Example, if convenience store robberies are occurring between 21:00 and 23:00 hours, officers will be instructed to visit convenience stores in their zones during those hours.)</i>) | (1-5, OP) |
| 1.1.4 | Saturation Patrols | (1-5, OP) |

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(Using this tactic, patrol officers will double or triple their normal patrol presence in a particular area. *Example, if residential burglaries are occurring around a neighborhood in North Florence, patrols in these neighborhoods will be doubled or tripled when officers are not on other calls.*)

1.1.5 Selective Enforcement Teams (1-5, OP)

(These ad hoc teams will be called upon to address high risk, violent crimes. Normally, the teams will include officers from other patrol shifts working overtime details to address specific problems. *Example, when officers or investigators gather enough information to forecast the next robbery, a team of officers will be assembled to surveil or stakeout a specific location(s) at specific times to catch an offender(s) committing a crime.*)

1.1.6 Smart on Crime Initiative (1-5, OP)

- Using this tactic, we will ensure finite resources are devoted to the most important law enforcement priorities – determine the most pressing issues that require attention.
- We will promote fair and responsible enforcement of the law.
- Develop alternative responses to low level, non-violent crimes such as non-traffic UTC's.
- Deter crime through high visibility patrols in high risk areas
- Strengthen protections for the most vulnerable areas

1.1.7 Suppression & Apprehension tactics (1-5, OP)

- Gather evidence during preliminary investigations
- Rapid and thorough response designed to catch offenders
- Planned response based on offender MO's
- Plain clothes units and surveillance
- Use of Informants – stronger emphasis placed on human intelligence sources
- Checkpoints

1.1.8 Expand the number of warrant officers/bailiff (4, BF)

- As personnel allows, a second officer will be designated to assist as court bailiff and to serve warrants. Having a designated warrant officer/bailiff frees up patrol personnel to remain on patrol.

1.2 Enhance Community Policing Capabilities

Community Policing efforts require participation from the entire department. The effectiveness of a police department directly corresponds to the relationship the police department has with members of its community. Therefore, the Community Policing Unit will organize a variety of events within the community, however, officers from all divisions must participate for these efforts to be successful. It has long been established, and remains so today, that establishing and maintaining relationships with the community we serve is fundamental to our role as a police department and vital to our success.

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SPONSORSHIP –
Services Bureau Deputy
Chief and Administrative
Captain



STRATEGIC OBJECTIVES

(Year, Funding status)

- 1.2.1 Host an event for area Youth annually (1-5, OP)
- 1.2.2 Conduct “Target Hardening” Training at each school annually (1-5, OP)
- Annual ALERT training for officers
 - Instruction to faculty and staff
 - Working with FCS security personnel, we will review doors, locks, cameras, and procedures
- 1.2.3 Revise and Renew False Alarm Reduction Program (1, NR)
- 1.2.4 Renew the “Take it or Trunk It / Lock, Take, Hide” campaigns (1-5, OP)
- 1.2.5 Develop Biannual Progress Reports on complaints made by public regarding crime and/or quality of life issues by: (1-5, OP)
- Compiling a list of complaints
 - Assessing the problem
 - Developing a Solution
 - Implementing the Solution
 - Reviewing the effectiveness of our response
- 1.2.6 Enhance Crime Prevention Efforts (1-5, OP)
- We will conduct security surveys for homes, businesses, schools and day cares
 - Promote property identification
 - Inform/Educate the public through general community and media information
 - Encourage the posting of physical “warning signs”
 - Encourage the use of camera systems
- 1.2.7 Implement Police Strategies for Reducing Fear (2-5, OP)
- Conduct a community survey to assess the degree to which the community fears crime
 - Participate in Community meetings to learn about concerns and fears.
 - Implement Crime Prevention initiatives to reduce the fear of crime and enhance the sense of personal security
 - Utilize Problem Oriented Policing Strategies to solve on-going problems that cause fear
 - Increase community engagement to build better trust between the police and community

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1.3 Increase Investigative Capabilities

The Criminal Investigations Division is responsible for all follow up criminal investigations. These duties include case preparation, interview and interrogations, processing crime scenes, evidence vault management, task force management, obtaining and executing search warrants, identifying, collecting, and processing evidence, and identifying, locating and arresting criminal offenders. Enhancements to our CID capabilities include improving skill sets of CID personnel and improving the equipment and technology available to the detectives. CID leadership is also responsible for identifying the crime scene related training needs for all first responding officers.

SPONSORSHIP – Services Bureau Deputy Chief and CID Captain

STRATEGIC OBJECTIVES	(Year, Funding status)
1.3.1 CID Lieutenant learns Evidence Vault operational procedures	(1, NR)
1.3.2 Conduct an annual evaluation of all task force officers	(1-5, NR)
1.3.3 Conduct local prostitution investigations	(1, 3, 5, OP)
1.3.4 Implement Violent Offender Apprehension Initiatives	(1-5, OP)
1.3.5 Improve Department wide crime scene processing capabilities	(1, 3, 5, OP)
1.3.6 Training for CID	(1-5, BF)
1.3.7 Training conducted by CID	(1, 3, 5, OP)
1.3.8 Obtain additional equipment and technology	(1, 3, 5, BF & GR)
1.3.9 Monthly “tactical crime bulletins” that identify “hot spots”	(1-5, OP)
1.3.10 Conduct a feasibility study concerning outsourcing evidence testing	
1.3.11 Collaborative, Multi-jurisdictional Investigations Initiative	

1.4 Crime Reduction through Legislation

Crime reduction requires a comprehensive approach that will not only includes patrol, crime prevention, and investigative efforts, but also a disruption of criminal activity through new legislation. The Florence Police Department will work with the local legislative delegation to enact laws that will address criminal activity. Examples of this effort include “Landon’s Law” that addresses synthetic drugs, and legislation requiring scrap metal dealers to obtain identification and maintain logs of persons selling scrap metals.

SPONSORSHIP – Chief of Police

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2.0 PROVIDE PROFESSIONAL DEVELOPMENT AND TRAINING SOLUTIONS

2.1 Expand and Improve the Field Training Program

2.2 Increase Use of In-house Subject Matter Experts

2.3 Implement a Florence Police Leadership Institute

2.4 Annual Mandatory/As Needed Training Solutions



2.1 Expand and Improve the Field Training Program

The Field Training Officer Program (FTO) is a 12 week training program for all new police academy graduates. Each recruit is required to successfully complete this training prior to “solo” patrol work. The FTO program will be evaluated annually to ensure that new techniques, processes, and information is passed on to new officers. Additionally, orientation training will occur prior to new officers attending the academy. Once the police academy has been completed, the new recruits will enter into the training rotation phase. Any deficiencies, additions, or changes to the FTO curriculum identified during the annual analysis will be addressed during this time.

SPONSORSHIP – Operations Bureau Deputy Chief and Patrol Captains

STRATEGIC OBJECTIVES	(Year, Funding status)
2.1.1 Annual Analysis of FTO Program	(1-5, NR)
2.1.2 Pre-Academy Orientation	(1-5, NR)
2.1.3 Recruit Rotation (Days, Nights, Police Desk, CID, Dispatch)	(1-5, NR)

2.2 Increase Use of In-house Subject Matter Experts

The Florence Police Department has police officers that are subject matter experts (SME’s) in a variety of public safety related disciplines. When practical, our training program will utilize these SME’s to conduct training for our officers.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES	(Year, Funding status)
2.2.1 Identify SME’s within police department	(1, NR)
2.2.2 As needed, coordinate training with in house instructors	(1-5, OP)

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2.3 Implement a Florence Police Leadership Institute

The Florence Police Leadership Institute will contain instruction designed to better equip current supervisors, and provide training for future supervisors. The content of these training courses will be “management and leadership” focused.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES (Year, Funding status)

- 2.3.1 Create a Supervisors Training Manual for each rank (1, OP)
- 2.3.2 Provide training in Human Resource Related Issues (1, 3, 5, NR)
- FLSA
 - USERRA
 - Performance Evaluations
 - First Report of Injuries
 - Disciplinary Process
 - Workman’s Compensation
 - Short Term and Long Term Disability
- 2.3.3 Outline the City of Florence Line Item Budget Process (1, 3, 5, NR)
- 2.3.4 Critical Incident/Crime Scene Management Training (1, 3, 5, NR)

2.4 Annual Mandatory/As-Needed Training Solutions

Pursuant to our accreditation standards, there is a schedule of mandatory training that the police department follows. In addition, the police department will anticipate new public safety related issues that may arise. When new training techniques and/or law enforcement issues do present themselves, the police department will conduct new training or review and revise existing training curriculums as needed.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES (Year, Funding status)

- 2.4.1 Accreditation required training courses include: (1-5, OP)
- Use of Force
 - Firearms
 - Ethics
 - Legal Updates
 - Less Lethal weapons/PPCT/SSGT
 - Dealing with Persons with Mental Illness
 - Critical Incident training
 - Temporary Detention
 - CPR/First Responder Medical Aid
 - Bias Based Profiling/Cultural Sensitivity



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- 2.4.2 As-needed training includes but will not be limited to: (1-5, OP)
- ALERT (Active shooter)
 - Building Searches
 - Handcuffing techniques
 - Crime Scene
 - SWAT Training
 - Special Unit Training
 - Responding to offenders armed with high powered rifles
 - Attacks on Police Officers – situational awareness
 - Drug and Crime trends – changes, updates, & review
 - Cultural Diversity Training
 - De-escalation Techniques
 - Emergency Vehicle Operations
 - Domestic Violence and/or Responding to Sexual Assault
 - Crimes against the Elderly

3.0 ENHANCE RECRUITMENT AND RETENTION OF OFFICERS

3.1 Identify Additional Recruiting Sources

3.2 Conduct an Annual Analysis of Recruitment Efforts

3.3 Implement a Career Enhancement Program

3.4 Implement a “Defined Succession Plan”

3.5 Enhance Employee Recognition and Awards



3.1 Identify Additional Recruiting Sources

Ideally, the demographic makeup of the police department will mirror the demographic makeup of our community. Consequently, the purpose of the recruitment program is to target recruitment efforts toward applicants who belong to minority groups that are currently underrepresented within the police department. In doing so, it is important to identify additional recruiting sources that will allow us to reach more people belonging to these minority groups.

SPONSORSHIP – Services Bureau Deputy Chief and Administrative Captain

STRATEGIC OBJECTIVES

(Year, Funding status)

- 3.1.1 Create a list of colleges, universities, and other recruiting locations (1-5, NR)
- 3.1.2 Create a spreadsheet containing demographic information of persons contacted at each location (1-5, NR)

3.2 Conduct an Annual Analysis of Recruitment Efforts

Annually, it is necessary for the police department to conduct an analysis of our recruitment efforts to ensure that we are deliberately recruiting people and at locations that will reach minority candidates which are currently underrepresented in our police department.

SPONSORSHIP – Services Bureau Deputy Chief and Administrative Captain

STRATEGIC OBJECTIVES (Year, Funding status)

- 3.5.1 Document the number of persons recruited (1-5, NR)
- 3.5.2 Document the locations persons were recruited (1-5, NR)
- 3.5.3 Document the demographics of our department as it compares to our community and the demographics of persons recruited. (1-5, NR)

3.3 Implement a Career Enhancement Program

The Career Enhancement Program will allow officers the opportunity to be exposed to different assignments. This program will temporarily expose officers to other assignments in order for them to gain a better understanding of the responsibilities of the different roles available within the police department. It will also allow them the opportunity to measure their own level of interest in those positions.

SPONSORSHIP – Services Bureau Deputy Chief and Administrative Captain

STRATEGIC OBJECTIVES (Year, Funding status)

- 3.2.1 Temporary Duty Assignments (1-5, OP)
- 3.2.2 Orientation Training for Specialty Assignments (1-5, OP)

3.4 Implement a “Defined Succession Plan”

The “Defined Succession Plan” requires mandatory rotation of all specialized assignments after a “defined” period of time (5-9 years). Having a “defined succession plan” will help the Florence Police Department achieve two goals: First, officers will have the opportunity to experience a variety of roles and assignments within the police department which will improve our retention rate. Secondly, officers and supervisors that have experienced police work from multiple perspectives are well-rounded, diversified, and adequately prepared to address a larger variety of challenges.

SPONSORSHIP – Chief of Police

STRATEGIC OBJECTIVES (Year, Funding status)

- 3.3.1 Establish length of service in each role (1, NR)

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- 3.3.2 Clarify dates each position will be posted (1, NR)
- 3.3.3 Ensure position rotation is coordinated in the best interest of the department (1-5, NR)
- 3.3.4 The plan will be documented, distributed in a timely manner, and only altered after command staff review and sufficient notice. (1, NR)

3.5 Enhance Employee Recognition and Awards

Meaningful and timely recognition of our employees is important. It demonstrates the police department's appreciation and support of employees that go above and beyond the call of duty.

SPONSORSHIP – Chief of Police and Deputy Chiefs

STRATEGIC OBJECTIVES

(Year, Funding status)

- 3.4.1 Medals will be given at a City Council Meeting (1-5, NR)
- 3.4.2 Commendations will be given at roll call (1-5, NR)
- 3.4.3 Employees receiving Lifesaving, Police Medal, or Medal of Valor will be submitted for state and/or national recognition. (1-5, NR)



4.0 INNOVATE FOR THE FUTURE

4.1 Develop a Department Wide Body Camera Implementation Plan

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- 4.2 Fully Integrate CRU with E-Citation
- 4.3 Transition to Touch Screen Tablet Computers
- 4.4 Identify and Prioritize Technology Needs
- 4.5 Conduct an ALPR Feasibility and Funding Study
- 4.6 Conduct a UAV Feasibility and Funding Study
- 4.7 Expand our Grant Application Efforts
- 4.8 Conduct a Mapping Software Feasibility and Funding Study
- 4.9 Conduct an Annual Technology Assessment
- 4.10 Explore On-Line Reporting Possibilities
- 4.11 P25 Radio System
- 4.12 Bar Coding Evidence
- 4.13 Virtual Patrol



4.1 Develop a Department Wide Body Camera Implementation Plan

Although our patrol cars are equipped with camera systems, the police department recognizes the importance of having officers wear the first person view body cameras. Fully outfitting our patrol officers with body cameras is one of the highest equipment priorities for the Florence Police Department.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES

(Year, Funding status)

- 4.1.1 Purchase ten (10) L3 body cameras annually for the duration of this plan. (1-5, BF)
- 4.1.2 Develop a General Order that governs the use of Body Cameras. (1, NR)
- 4.1.3 After year one (1), plan for the purchase of additional memory based on use. (1, 3, 5, BF)

4.2 Fully Integrate CRU with E-Citation

The Crash Reduction Unit's (CRU) primary responsibility is to enhance traffic safety. This is accomplished through education and enforcement. Consequently, this unit issues more traffic warnings and citations than any other unit. Currently however, they are not equipped with E-Citation (Electronic citation) capabilities. As a result, their citation data is not being imported into our Records Management System which is utilized to analyze traffic data. Therefore, it is a top priority to fully integrate CRU with E-Citation.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES	(Year, Funding status)
4.2.1 Determine which E-Citation option works best	(1, NR)
4.2.2 Purchase MDC's and Printers	(2, BF)
4.2.3 Implement E-Citation in CRU	(2, BF)

4.3 Transition to Touch Screen Tablet Computers

Touch screen tablets inside our patrol cars will enable officers to more efficiently manipulate their MDC (Mobile Data Computer – these are the computers inside the police cars). This is safer for the officer, will provide ease of access to additional information fields, and enhance the flow of information from dispatchers to the patrol officers. A feasibility will be required to determine if touch screen computers are durable enough for daily use by patrol officers.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES	(Year, Funding status)
4.3.1 Examine Feasibility and Cost	(2, NR)
4.3.2 Research durability	(2, NR)
4.3.3 Begin the transition to touch screen tablets	(3, BF)

4.4 Identify and Prioritize Technology Needs

Sound, fiscal responsibility compels the police department to identify and prioritize our technology needs. Budget requests and grant applications will be prioritized by the greatest need and the technology or equipment that will best meet the most pressing needs. It is essential to forecast what these priorities are, and to prepare ahead of time for anticipated needs.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captains

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STRATEGIC OBJECTIVES	(Year, Funding status)
4.4.1 Identify technology needs over next 5 years	(1-5, NR)
4.4.2 Identify equipment needs over next 5 years	(1-5, NR)
4.4.3 Prioritize equipment and technology needs	(1-5, NR)
4.4.4 Purchase equipment based on priority list	(1-5, BF)

4.5 Conduct an ALPR Feasibility and Funding Study

Automatic License Plate Readers (ALPR's) are becoming more prevalent among law enforcement agencies. They have been found useful for identifying and locating wanted persons and vehicles, and in other criminal investigations. The police department will conduct a feasibility study to determine if ALPR capabilities would be adequately utilized to justify the expense.

SPONSORSHIP – Operations Bureau Deputy Chief and Patrol Captains

STRATEGIC OBJECTIVES	(Year, Funding status)
4.5.1 Determine Costs	(2, NR)
4.5.2 Test the device	(2, NR)
4.5.3 Cost/Benefit Assessment	(2, NR)
4.5.4 Pursue funding sources if determined to be feasible	(3, GR)

4.6 Conduct a UAV Feasibility and Funding Study

Unmanned Aerial Vehicles (UAV's) are becoming more prevalent among law enforcement agencies. They have been found useful during large events and criminal investigations. The police department will conduct a feasibility study to determine if UAV capabilities would be adequately utilized to justify the expense.

SPONSORSHIP – Operations Bureau Deputy Chief and Patrol Captains

STRATEGIC OBJECTIVES	(Year, Funding status)
4.6.1 Determine costs	(3, NR)
4.6.2 Test the device	(3, NR)
4.6.3 Cost/Benefit Assessment	(3, NR)
4.6.4 Pursue funding sources if determined to be feasible	(4, GR)

4.7 Expand our Grant Application Efforts

Specialized equipment and technology can be expensive. Oftentimes, the best funding option for these pieces of equipment or technologies are grant monies. Therefore, alternative funding sources will be pursued in order to meet these specialized equipment and/or technology needs.

SPONSORSHIP – Chief of Police

STRATEGIC OBJECTIVES (Year, Funding status)

- 4.7.1 Increase grant application efforts by applying for at least one grant biannually (1-5, NR)
- 4.7.2 Selective participation in DRMO (Military Surplus Program) (1-5, NR)

4.8 Conduct a Mapping Software Feasibility and Funding Study

The Florence Police Department currently does not have any “mapping software” capabilities. These “mapping” capabilities are designed to aid investigators at crime scenes and traffic fatality accident scenes. They provide a digital image containing exact measurements of crime scenes and/or traffic accident scenes. This software is an effective investigative tool. The police department will conduct a feasibility study to see if this software would be sufficiently and frequently utilized in order to justify the expense.

SPONSORSHIP – Operations Bureau Deputy Chief and Patrol Captains

STRATEGIC OBJECTIVES (Year, Funding status)

- 4.8.1 Determine Costs (4, NR)
- 4.8.2 Test the device (4, NR)
- 4.8.3 Cost/Benefit Assessment (4, NR)
- 4.8.4 Pursue funding sources if determined to be feasible (5, TBD)

4.9 Conduct an Annual Technology Assessment

Rapid advances in technology are occurring that will enable a police department to make better uses of limited resources while enhancing patrol and investigative effectiveness and officer safety. It is important for the police department to stay aware of changes and updates that could have a positive impact on the Florence Police Department and our community.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

FLORENCE POLICE DEPARTMENT

STRATEGIC OBJECTIVES

(Year, Funding status)

- 4.9.1 Send 2 persons to an industry equipment and technology show. (2, 4, BF)
- 4.9.2 Track advances in technology (1-5, NR)
- 4.9.3 Make budget recommendations based on new information (2, 4, BF)

4.10 Explore On-Line Reporting Possibilities

The State of Alabama's rules for on-line reporting have fallen desperately behind technology. Efforts need to be made by the police department to pursue changes at the state level that will give consideration to current IT capabilities and expand use of on-line reporting.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES

(Year, Funding status)

- 4.10.1 Review state law (1, NR)
- 4.10.2 Survey other state agencies (1, NR)
- 4.10.3 Research software programs (1, NR)
- 4.10.4 Test online reporting systems (2, NR)
- 4.10.5 Implement an online reporting option (3, TBD)

4.11 P25 Radio System

The long term, permanent solution for interoperable communications is the new P25 communication network. It is imperative that the Florence Police Department pursue this technology and coordinate efforts with the 911 Board to ensure this capability is realized within the City of Florence. All future public safety communications capabilities across the country will be using the P25 system. This radio system is the answer to interoperable communications that will allow police departments, fire departments, sheriff's offices, and state police agencies communicate with one another using the same radio system.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES

(Year, Funding status)

- 4.11.1 Develop a budget and timeline (2, NR)
- 4.11.2 Purchase P25 capable equipment (3, BF)
- 4.11.3 Participate in statewide P25 discussions (1-5, NR)

4.12 Bar Coding Evidence

Evidence management can be improved and enhanced through the use of a bar coding system. This type of system streamlines evidence management while maintaining a secure chain of evidence.

SPONSORSHIP – Technical Services Bureau Deputy Chief and CID Captain

STRATEGIC OBJECTIVES	(Year, Funding status)
4.12.1 Research evidence Bar Coding Systems	(1, NR)
4.12.2 Determine pricing and capabilities	(1, NR)
4.12.3 Purchase Bar Coding System	(2, BF)
4.12.4 Train department on the use of Evidence bar-code system	(2, OP)
4.12.5 Implement the Evidence bar code program.	(2, OP)

4.13 Virtual Patrol

Currently, downtown Florence has a series of video cameras that monitor the roads and alleys. This camera network should be expanded to other locations and monitored by dispatch personnel. These cameras can give a real time perspective of traffic flow at busy intersections, activity in alleyways in the downtown area, and if expanded, could be used to monitor other vulnerable or high risk areas.

SPONSORSHIP – Technical Services Bureau Deputy Chief and CID Captain

STRATEGIC OBJECTIVES	(Year, Funding status)
4.13.1 Research associated costs and possible funding sources	(3, GR)
4.13.2 Determine target locations	(3, NR)
4.13.3 Work with IT for implementation	(3, GR)

5.0 STRENGTHEN COMMUNICATIONS

5.1 Annually Host a Citizens Police Academy

5.2 Conduct a Citizen Satisfaction Survey

5.3 Capture the History of the Police Department

5.4 Engage the Minority Communities

5.5 Coffee with a Cop Events

FLORENCE POLICE DEPARTMENT

5.6 Tweet A Long Events

5.7 Continue to Enhance Social Media Presence

5.8 Improve the Employee Performance Evaluation Instrument

5.9 Improve Citizen Complaint Process

5.10 Expand Participation In Community Service Organizations

5.11 Promote Volunteerism

5.12 Emphasize Use of the FPD Tip Line

5.13 Improve Transparency



5.1 Annually Host a Citizens Police Academy

Annually, the police department will invite the community to participate in a Citizens Police Academy. During this time, the police department will profile all aspects of our department and give members of the community an inside look at police operations.

SPONSORSHIP – Services Bureau Deputy Chief and Administrative Captain

STRATEGIC OBJECTIVES

(Year, Funding status)

- | | | |
|-------|--|-----------|
| 5.1.1 | Revise curriculum making it a one day event | (1, OP) |
| 5.1.2 | Create and distribute an outline to employees in advance | (1-5, OP) |
| 5.1.3 | Distribute an evaluation and make necessary adjustments | (1-5, OP) |

5.2 Conduct a Citizen Satisfaction Survey

The last citizen satisfaction survey administered by the Florence Police Department was in 1997. Surveys are a valuable tool in which the police department can learn from the community about how we are performing. These surveys will serve as a measure of our effectiveness from the perspective of respondents.

SPONSORSHIP – Services Bureau Deputy Chief and Administrative Captain

STRATEGIC OBJECTIVES

(Year, Funding status)

- | | | |
|-------|--|------------|
| 5.2.1 | Every three years, conduct a Citizen Satisfaction Survey via website, social media, and print copies | (1, 4, OP) |
|-------|--|------------|

FLORENCE POLICE DEPARTMENT

5.3 Capture the History of the Police Department

It is important to remember where we have come from when determining where we are going. Our department stands today on the shoulders of those who have gone before us. It is important to preserve that history.

SPONSORSHIP – Services Bureau Deputy Chief and Administrative Captain

STRATEGIC OBJECTIVES (Year, Funding status)

5.3.1 Assign Department Photographers (1, NR)

5.3.2 Make copies of available Florence Police Regalia (1-5, OP)

5.4 Engage Minority Communities

The degree to which the police department is effective is proportionate to the confidence community members have in their police department. For the Florence Police Department to be effective at providing police service to our minority communities, the police department must build relationships, enhance engagement, and earn the minority communities' trust. This can be accomplished through building partnerships and relationships with the minority groups here in the City of Florence.

SPONSORSHIP – Services Bureau Deputy Chief and Administrative Captain

STRATEGIC OBJECTIVES (Year, Funding status)

5.4.1 African American Community Engagement (1-5, OP)

5.4.2 Hispanic Community Engagement (1-5, OP)

5.4.3 Indian Community Engagement (1-5, OP)

5.4.4 International Student Engagement (1-5, OP)

5.5 Coffee with a Cop Events

The police department will engage the community by hosting “Coffee with a Cop” events during which members of the community will be able to meet and talk with members of the police department over a cup of coffee. This will give the community an opportunity to make the police department aware of concerns and problems and develop positive relationships.

SPONSORSHIP – Services Bureau Deputy Chief and Administrative Captain

STRATEGIC OBJECTIVES (Year, Funding status)

5.5.1 Host Biannual “Coffee with a Cop” Events (1-5, NR)

FLORENCE POLICE DEPARTMENT

5.6 “Tweet A Long” Events

The police department will engage the community by conducting “Tweet A Longs” during which a person can follow along on Twitter and track all activities of the police department during a 24 hour period.

SPONSORSHIP – Services Bureau Deputy Chief and Administrative Captain

STRATEGIC OBJECTIVES (Year, Funding status)

5.6.1 Conduct Biannual “Tweet A Longs” (1-5, NR)

5.7 Continue to Enhance Social Media Presence

Social media has given the Florence Police Department an excellent venue for reporting recent police activity, highlighting notable criminal investigations, providing traffic and weather information, promoting crime prevention information, and for distributing other important police related messages. This effort will be expanded and enhanced.

SPONSORSHIP – Services Bureau Deputy Chief and Administrative Captain

STRATEGIC OBJECTIVES (Year, Funding status)

5.7.1 Train additional officers on social media (1, NR)

5.7.2 Grant additional officers access to PD accounts (1, NR)

5.8 Improve the Employee Performance Evaluation Instrument

Personnel evaluations are a very effective instrument for improving employee performance. The existing Florence Police performance evaluation instrument is not job specific. Ideally, a job specific performance evaluation will be developed for each position within the department and officers will be evaluated based on the position they currently hold.

SPONSORSHIP – Chief of Police

STRATEGIC OBJECTIVES (Year, Funding status)

5.8.1 Research other agencies performance evaluations (1, NR)

5.8.2 Design a job task evaluation for each position (1, NR)

5.8.3 Review job descriptions annually during Performance Evaluation process (1-5, NR)

5.8.4 Conduct a 6 month review with each officer annually (1-5, NR)

5.9 Improve the Citizen Complaint Process

In an effort to improve the effectiveness of our police department, it is important that community members know that any and all complaints of police misconduct will be thoroughly investigated. Complaints against police will not be retaliated against, nor should the complainant fear any repercussion. Additionally, the citizen complaint process will be easily understandable, easy to follow, and the instructions made readily available to citizens at all times.

SPONSORSHIP – Services Bureau Deputy Chief and CID Captain

STRATEGIC OBJECTIVES (Year, Funding status)

- 5.9.1 Develop a step by step instructional process for citizens (1, NR)
- 5.9.2 Distribute the process on-line and on social media (1, NR)
- 5.9.3 Make instructions available at police desk (1, OP)

5.10 Expand Participation in Community Service Organizations

The scope of the police department’s responsibility extends beyond just enforcement efforts. Our participation in the community among the various community action agencies is an important and necessary component of an effective policing strategy. As a result, the police department will emphasize community engagement to our officers by encouraging participation in one of our many community organizations.

SPONSORSHIP – Services Bureau Deputy Chief and Administrative Captain

STRATEGIC OBJECTIVES (Year, Funding status)

- 5.10.1 Promote participation in local boards (1-5, NR)
- 5.10.2 Recognize officers for participation (1-5, NR)

5.11 Promote Volunteerism

It is important that the police department acknowledges and supports the community we serve. Many businesses and residents are very large supporters. In an effort to return the favor for the support and kindness, the police department will encourage department members to volunteer their time, energy, and resources in support of community projects and/or efforts.

SPONSORSHIP – Services Bureau Deputy Chief and Administrative Captain

STRATEGIC OBJECTIVES (Year, Funding status)

FLORENCE POLICE DEPARTMENT

- 5.11.1 United Way Day of Caring participation (1-5, NR)
- 5.11.2 Other Department organized volunteer projects, such as Special Unit volunteer projects. (1-5, OP)

5.12 Emphasize the Use of the FPD Tip Line

In an effort to encourage members of the public to report tips and information they have regarding criminal activity, the Florence Police Department has created a Tip Line. In order to increase use of the Tip Line, it is important for us to advertise this number in a variety of forms in order to reach a larger audience. (Dial #274637, use keyword FPDTIP, then type your message).

SPONSORSHIP – Services Bureau Deputy Chief and Administrative Captain

STRATEGIC OBJECTIVES (Year, Funding status)

- 5.12.1 Tip Line stickers for patrol vehicles (1, BF)
- 5.12.2 Social Media campaigns RE: Tip Line (1-5, NR)
- 5.12.3 Train officers and expand use of informants (2, 4, OP)

5.13 Improve Transparency

Recent events across the country have reinforced the need for law enforcement agencies to be more transparent. Consequently, the Florence Police Department will make more information available to the public by publishing annual reports regarding activities within the police department. Additionally, the police department will post videos from high profile cases on social media and make those videos available to the news media.

SPONSORSHIP – Services Bureau Deputy Chief and Administrative Captain

STRATEGIC OBJECTIVES (Year, Funding status)

- 5.13.1 Publish annual reports (1 - 5, BF)
- 5.13.2 Post videos to social media and make available to news media (1-5, NR)



FLORENCE POLICE DEPARTMENT

6.0 STRENGTHEN PREPAREDNESS CAPABILITIES

6.1 Implement Critical Incident Management Training

6.2 Formalize Critical Incident Policy and Procedures

6.3 Implement an Emergency Management Specialist Position(s)

6.4 Police Emergency Operations Center



6.1 Implement Critical Incident Management Training

Acknowledging that critical incidents can result from either man-made or natural causes, the Florence Police Department recognizes the need to train for a variety of possibilities that would strain our department's capabilities and resources. To maximize our effectiveness during these events, ICS (Incident Command System) training will be required for all supervisors.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES	(Year, Funding status)
6.1.1 Annually develop and/or update the training curriculum	(1-5, OP)
6.1.2 Organize mandatory training for all supervisors	(1-5, OP)
6.1.3 Conduct training for all supervisors	(1-5, OP)

6.2 Formalize Critical Incident Policy and Procedures

As technology and techniques are revised, it is necessary to conduct an annual review of our Critical Incident policies and procedures. In order to reinforce the application of the policies and procedures, annual review will be required by all supervisors.

SPONSORSHIP – Services Bureau Deputy Chief and Accreditation Manager

STRATEGIC OBJECTIVES	(Year, Funding status)
6.2.1 Annual Review of Policy and Procedures by supervisors	(1-5, NR)

6.3 Implement an Emergency Management Specialist Position(s)

FLORENCE POLICE DEPARTMENT

Although the entire sworn staff is trained in ICS (Incident Command System), it has become evident that designating and training Emergency Management Specialists is necessary. These persons will be trained to advise and help direct all ICS incidents. These persons may serve as the Incident Commander, or as advisors to the Incident Commander. They will ensure all the principals of ICS are followed.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES (Year, Funding status)

- 6.3.1 Determine necessary minimum requirements (1, NR)
- 6.3.2 Ensure adequate training for Coordinator(s) (1, OP)
- 6.3.3 Define responsibilities (1, NR)

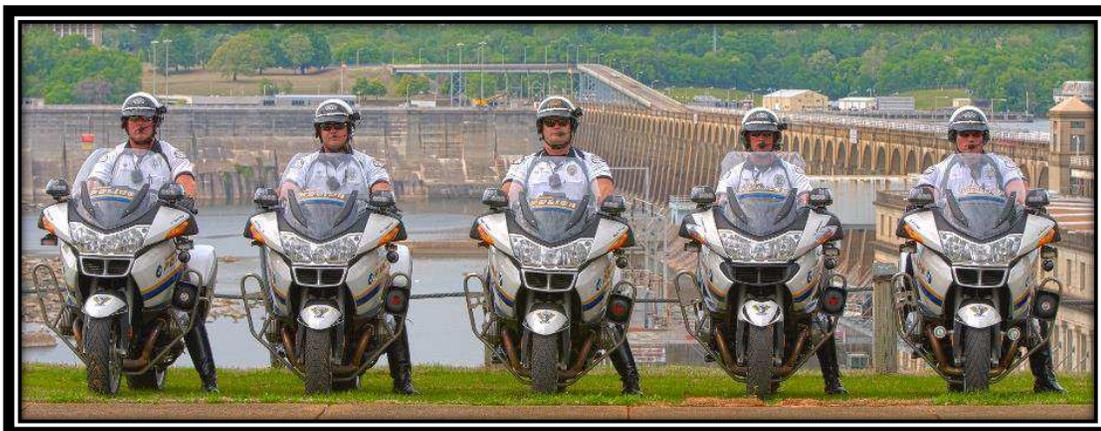
6.4 Police Emergency Operations Center

The Florence Police Department has identified a need to develop a system and criteria for activating a Police Department Emergency Operations Center that will work in coordination with the EMA EOC. Questions that need to be answered include: When and where to activate the EOC, who will activate it, how it will operate in coordination with EMA, and what its core functions will be.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES (Year, Funding status)

- 6.4.1 Establish a matrix used to define when the EOC will open (1, NR)
- 6.4.2 Determine and train persons designated to operate the EOC (1, OP)
- 6.4.3 Define operational tasks required of the FPD EOC. (1, NR)



FLORENCE POLICE DEPARTMENT

7.0 IMPROVE TRAFFIC SAFETY

7.1 Implement Department Wide Crash Reduction Initiatives

7.2 Targeted Traffic Enforcement and Engineering Initiative

7.3 Participation in Traffic Safety Campaigns



7.1 Implement Department Wide Crash Reduction Initiative

Improving traffic safety and reducing crashes is a department wide effort. It is the responsibility of all patrol officers and crash reduction officers to educate drivers about traffic safety and to enforce traffic laws. Priority should be placed on high risk driving behaviors and locations, particularly hazardous locations such as school zones, which have a disproportionate number of crashes. Our traffic safety initiative will also include engineering solutions, such as recommending adjustments to traffic lights or intersections. The purpose and intent of this initiative is to implement a department wide response to current driving behaviors that will improve traffic safety and to reduce traffic crashes.

SPONSORSHIP – Operations Bureau Deputy Chief and Patrol Captain

STRATEGIC OBJECTIVES	(Year, Funding status)
7.1.1 Education	(1-5, OP)
7.1.2 Enforcement	(1-5, OP)
7.1.3 Engineering	(1-5, OP)

7.2 Targeted Traffic Enforcement and Engineering Initiative

Our Crash Reduction Unit will be responsible for researching traffic data from within the city of Florence and targeting enforcement efforts at specific locations and particular traffic offenses. Locations where repeated crashes occur, and/or locations known for crashes resulting in injuries will receive priority attention. High risk driving behaviors including but not limited to speeding, following too close, and Texting While Driving will be targeted for enforcement purposes.

SPONSORSHIP – Operations Bureau Deputy Chief and Patrol Captain

STRATEGIC OBJECTIVES	(Year, Funding status)
7.2.1 Target high risk crash locations	(1-5, OP)
7.2.2 Target high risk driving behaviors	(1-5, OP)

FLORENCE POLICE DEPARTMENT

7.3 Participation in Traffic Safety Campaigns

One aspect of our comprehensive traffic safety efforts is our participation in traffic safety campaigns. The Florence Police Department will advertise the traffic campaigns, educate the public regarding traffic safety, and designate resources that will reinforce traffic safety at particular times and locations throughout the year. These campaigns may target equipment violations, seatbelt use, driving under the influence, or generalized traffic safety violations.

SPONSORSHIP – Operations Bureau Deputy Chief and Patrol Captain

STRATEGIC OBJECTIVES	(Year, Funding status)
7.3.1 Click it or Ticket, Drive Sober or Get Pulled Over, etc.	(1-5, GR)
7.3.2 Holiday Traffic Enforcement Initiatives	(1-5, GR)

8.0 SUPPORT ACCREDITATION EFFORTS

8.1 Enhance Proof Maintenance Participation

8.2 Implement an Accreditation Succession Plan

8.3 Anticipate Accreditation Training Obligations



8.1 Enhance Proof Maintenance Participation

The Florence Police Department has been accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 2011. Our accreditation requires that we “prove” that the police department is following a defined set of law enforcement standards. We are further required to submit documented “proofs” to trained assessors for verification and confirmation of our commitment to these high standards of policing. Gathering proofs in satisfaction of the accreditation standards is the crux of the accreditation process. Selecting and training additional personnel in this process will ensure adequate proofs are gathered, and ensure the proper application of our general orders is being followed.

SPONSORSHIP – Services Bureau Deputy Chief and Accreditation Manager

STRATEGIC OBJECTIVES	(Year, Funding status)
8.1.1 Selection of supervisors interested	(as needed, OP)
8.1.2 Training of supervisors - Annual training on proof maintenance	(as needed, OP)
8.1.3 Supervisors assist in proof maintenance	(1-5, NR)

8.2 Implement an Accreditation Succession Plan

It is extremely important to have multiple persons trained in the accreditation process. It is important to have more than one, preferably three persons, which are prepared to succeed the existing accreditation manager. Sending persons to the CALEA conference, training persons in proof maintenance, and bringing on new personnel to assist in the process will ensure a seamless transition to a new accreditation manager.



SPONSORSHIP – Services Bureau Deputy Chief and Accreditation Manager

STRATEGIC OBJECTIVES

(Year, Funding status)

- 8.2.1 New Accreditation Manager attend conference within 1 year (as required, BF)
- 8.2.2 Additional persons trained in proof maintenance (1, 3, 5, NR)
- 8.2.3 Additional persons attend CALEA training

8.3 Anticipate Accreditation Training Obligations

The accreditation process is a tedious one. It requires particular training and networking for those serving in accreditation management roles. As a result, provision must be made for these persons to attend training in order to remain current and up to date on accreditation matters. This type of training occurs at CALEA and LEACT conferences. Then every third year, the reaccreditation process occurs and attendance at the CALEA conference is expected.

SPONSORSHIP – Services Bureau Deputy Chief and Accreditation Manager

STRATEGIC OBJECTIVES

(Year, Funding status)

- 8.3.1 CALEA Re-Accreditation every 3 years (1, 4, BF)
- 8.3.2 CALEA Conferences (3, BF)
- 8.3.3 LEACT training (1-5, BF)

9.0 ENHANCE FACILITIES & COMMUNICATIONS

9.1 Relocate FPD Dispatch to EMA

9.2 911 Integraph to Spillman Interface

9.3 Improve Existing Communications System

FLORENCE POLICE DEPARTMENT



9.1 Relocate FPD Dispatch to EMA

In order to improve efficiency and enhance public safety efforts, it is important to relocate the Florence Police Dispatch center to the 911 building. Currently, there is an unnecessary gap that requires a citizen who calls 911 to be placed on hold, then transferred to Police dispatch. Relocating the Florence Police Dispatch to the 911 center will greatly improve efficiency by enhancing communications between dispatch centers, reduce or eliminate the need to place a citizen on hold, and improve police response time to calls for emergency service.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES	(Year, Funding status)
9.1.1 Physically re-locate Comm Center	(1, ER)
9.1.2 Establish 911 call Work Flow	(1, NR)
9.1.3 Ensure IT is notified and assists with IT related tasks	(1, NR)
9.1.4 Leave a minimum of one dispatch console in existing Dispatch center	(1, ER)
9.1.5 Expand Evidence Vault into existing Dispatch area	(2, BF)
9.1.6 Relocate Servers to City Hall	(2, BF)

9.2 911 Integraph to Spillman Interface

With the transition to a centralized dispatch, it is critical that the 911 Center's *Integraph* Computer Aided Dispatch (CAD) be able to fully interface with the Police Department's *Spillman* CAD. *Integraph* and *Spillman* are two vendors that provide dispatching software. Completing the interface will require a coordinated effort between Lauderdale 911, Florence Police, and the City of Florence IT Department. With the implementation of this interface, public safety will be enhanced as the delay from the 911 call to police response will be reduced or eliminated altogether. Additionally, it is important for Florence Police and Lauderdale County law enforcement agencies to share the *Spillman* Records Management System (RMS) to enhance enforcement and investigatory capabilities. This coordination of efforts can be further expanded within North Alabama with the addition of the *Spillman* Insight module.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES	(Year, Funding status)
9.2.1 Coordination with City IT, EMA, and Department IT	(1, NR)

FLORENCE POLICE DEPARTMENT

- | | | |
|-------|---|----------|
| 9.2.2 | Conduct a Case Study with other agencies | (1, NR) |
| 9.2.3 | Test and Implement the Interface | (1, NR) |
| 9.2.4 | Florence Police/Lauderdale Sheriff Interoperability | (2, TBD) |
| 9.2.5 | Spillman Insight | (3, BF) |

9.3 Improve Existing Communications System

The existing radio infrastructure is outdated and becoming more difficult to maintain. Our existing radio equipment is no longer supported by Motorola. “Narrow banding” and other technologies have caused unanticipated interference. In order to maintain the highest degree of police communications and officer safety, additional sites, using older, yet identical equipment are necessary. However, it is readily acknowledged that any changes or additions are simply “band aid” approaches and the solution to the Public Safety Communications problem is the P25 Radio System and a fully integrated, public safety communications network. This network will be the gateway to NextGen 911 and other public safety communication improvements.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

- | STRATEGIC OBJECTIVES | (Year, Funding status) |
|---|------------------------|
| 9.3.1 New voter site installed at Hwy 72 and Hwy 43 | (1, BF) |
| 9.3.2 P25 Radio System Implementation Plan | (5, TBD) |
| 9.3.3 Promote and Raise Awareness of Firstnet.gov | (5, TBD) |
| 9.3.4 Promote, Raise Awareness, and Pursue Next Gen 911 | (5, TBD) |

10.0 FORECAST FISCAL OBLIGATIONS

10.1 Anticipate Budget Needs and “End of Life” of Equipment

10.2 Vehicle Rotation Plan

10.3 5 year Capital Needs Plan

10.4 Going Green Initiative



10.1 Anticipate Budget Needs and “End of Life” of Equipment

FLORENCE POLICE DEPARTMENT

Although it is difficult, if not impossible, to anticipate future revenues, projections can be made concerning capital and operational needs over the next five years. Therefore, this plan will make provision for operational equipment needs, and will identify the end of life date for existing equipment. These projections will allow the police department to make informed decisions regarding anticipated budget needs for the next 5 years.

SPONSORSHIP – Chief of Police

STRATEGIC OBJECTIVES	(Year, Funding status)
10.1.1 Operational Equipment needs for next 5 years	(1, BF)
10.1.2 End of Life date added to Equipment Inventory	(1, BF)

10.2 Vehicle Rotation & Replacement Plan

Members of the Florence Police Department drive approximately 1.5 million miles per year. In order to maintain a functional fleet of vehicles, it is important to have an organized vehicle rotation plan. It is also important for this rotation plan to anticipate the equipment needs for each vehicle. Therefore, a vehicle rotation plan will be designed. It will account for each division's vehicle needs, the equipment required for each vehicle, and will forecast the costs of maintenance and changes in technology.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES	(Year, Funding status)
10.2.1 Develop a Vehicle Rotation Plan	(1, NR)
10.2.2 Develop a standard equipment inventory for vehicles	(1, NR)
<ul style="list-style-type: none">• Survey patrol officers regarding existing equipment, changes that need to be made in installation practices/ergonomics, and thoughts on additional equipment.• This annual survey will be administered by patrol shift Lieutenants and approved by the division Captain.• A summary of the report will be compiled by the Captain and submitted via CoC by April 1st of each year.	
10.2.3 Anticipate the cost of each vehicle with equipment	(1, BF)
10.2.4 Forecast an anticipated vehicle maintenance budget	(1, NR)

10.3 5 Year Capital Needs Plan

In addition to equipment and operations, the police department will have capital improvement needs during the next five (5) years. The items in this plan are not operational

FLORENCE POLICE DEPARTMENT

related, but are specifically related to facilities, maintenance, and/or one time, larger scale equipment items.

SPONSORSHIP – Chief of Police

STRATEGIC OBJECTIVES

(Year, Funding status)

10.3.1 5 Year Capital Improvement Budget

(1-5, CP)

- Exterior sign for Police Headquarters (\$8,000)
- Armored Vehicle (matching funds ≥ \$40,000)
- Painting the Exterior of the Police Building (\$15,000)
- Painting the Interior of the Police Building (\$15,000)
- Police Annex improvements (>\$65,000)
- Spillman Insight software module (\$23,000)
- Incinerator for records, drugs, etc (\$15,000)
- Additional Cameras for Virtual Patrol (\$30,000)
- Replace the Command Post (>\$85,000)

10.4 Going Green Initiative

The Florence Police Department will do its part in reducing utility costs. We will be more efficient in our use of electricity by installing programmable HVAC and motion activated lights.

SPONSORSHIP – Chief of Police

STRATEGIC OBJECTIVES

(Year, Funding status)

10.4.1 Programmable HVAC

(1, BF)

10.4.2 Motion Activated Lighting system

(2, BF)

11.0 ENHANCE AND SUPPORT EMPLOYEE WELLNESS

11.1 Implement a Department Wide Physical Fitness Program

11.2 Enhance the Wellness Center Capabilities

11.3 Certified Physical Fitness Instructor



FLORENCE POLICE DEPARTMENT

11.1 Implement a Department Wide Physical Fitness Program

The Florence Police Department recognizes the need to promote officer wellness. In doing so, it is necessary to develop and implement a department wide physical fitness program that is designed to improve the level of physical fitness for all officers, regardless of their current level of fitness. The benefits of improving our physical fitness include improved morale, reducing injuries and illness, reducing use of sick leave, improving officer confidence, and enhancing/prolonging an officers' career.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES

- | | | |
|--------|---|-----------|
| 11.1.1 | Have officer certified as Physical Fitness Instructor | (1, BF) |
| 11.1.2 | Develop program criteria | (1, NR) |
| 11.1.3 | Establish annual requirements | (1, NR) |
| 11.1.4 | Provide work time for physical fitness | (1, NR) |
| 11.1.5 | Mandatory clearance from physician | (1-5, BF) |
| 11.1.6 | Mandatory biannual testing | (1, NR) |

11.2 Enhance the Florence Police Wellness Center Capabilities

Officer “wellness” is an important component in this 5 year plan. The police department currently has a “wellness center” containing weights and other equipment that were purchased in 1994. It is important to expand and enhance the capabilities of the current wellness center to provide a variety of physical training alternatives using updated equipment. This enhancement includes expanding the wellness center to the new FPD Annex, replacing and removing older equipment, and planning for future expansion and additions.

SPONSORSHIP – Operations Bureau Deputy Chief and Patrol Captain

STRATEGIC OBJECTIVES

- | | | (Year, Funding status) |
|--------|---|------------------------|
| 11.2.1 | Wellness Center expansion at FPD Annex | (1, ER) |
| 11.2.2 | Remove and replace older training equipment | (1, BF) |
| 11.2.3 | Develop a plan for future expansion | (3, NR) |

11.3 Certified Physical Fitness Instructor

In order to develop a sound, meaningful, job-related, and legally defensible Employee Wellness Program, the Florence Police Department needs a Certified Physical Fitness instructor. This instructor will attend training that will allow them to instruct the department on developing a job related, legally defensible physical fitness program. They will also be able to instruct employees on nutrition, develop individualized training regimens, and assist with overall physical fitness.

SPONSORSHIP – Services Bureau Deputy Chief and Technical Services Captain

STRATEGIC OBJECTIVES	(Year, Funding status)
11.3.1 Determine the minimum requirements for the position	(1, NR)
11.3.2 Post the position and interview	(1, NR)
11.3.3 Select the position	(1, NR)
11.3.4 Send officer to training to become certified	(1, BF)

Legend:

YEAR:	FUNDING STATUS:
1 = FY 2014/2015	BF = Budgeted Funds
2 = FY 2015/2016	ER = Existing Resources
3 = FY 2016/2017	OP = Operating
4 = FY 2017/2018	NF = Not Funded
5 = FY 2018/2019	GR = Grant
	CP = Capital Projects
	NR = None Required
	TBD = To Be Determined

Photo credit: All photographs taken by Sgt. Cliff Billingsley

FLORENCE POLICE DEPARTMENT

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Scott Perkins, Sergeant
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