

POLICE

DEPARTMENT

BUSINESS PLAN

2022-2026



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INTRODUCTION

Although the Police Department has focused on building for our future in many ways, adopting a long-term strategic or business plan has not been done in recent years. The Police Department does implement already adopted long-range plans, including the Lewisville 2025 Vision Update Plan. However, Police Administration needs to create an overarching strategy that drives all future decision-making and actions in the Department and allows City Administration to review, provide input on, and approve departmental plans for the near future. In addition, this type of plan will enable all police personnel to know the Department's direction and determine their role in ensuring we are successful in achieving that direction.

One of the ways the Department has already begun building for the future is in determining staffing needs. In March of 2019, the police department retained the Matrix Consulting Group to perform a staffing study. Matrix Consulting Group interviewed members of the Department from all areas. The consultant released the results of the study in November 2019. The study revealed the need for the Department to reclassify certain sworn positions to civilian and increase staffing in specific areas of the Department. This plan was approved by City Administration and by City Council. We are currently in the third year of implementing the staffing study recommendations.

A second way the Department has begun looking towards the future is in determining long-term space allocation needs. Throughout 2019 and 2020, the Department worked with Parkhill to establish space requirements. Parkhill also worked with other departments throughout the City, including Municipal Court, Parks and Recreation, City Attorney, and Internal Technology Services. As a result, it was determined that a new public safety facility is needed and could satisfy the "build-out" needs of both departments, thereby ensuring a facility that would last for many years. Research determined that a joint public safety complex for police and fire made the most sense. During the Spring of 2021, the City Council authorized a general obligation bond election for the new joint public safety complex. The City held the election on November 2, 2021, and almost 80% of voters approved the initiative. The City is now working on the design of the Complex.

The last 'building for our future' initiative to focus on through the next several years is implementing a take-home vehicle program for sworn officers. Officers who reside within the City will be allowed to take their vehicles home and drive them off-duty in a limited capacity. The expectation of this program is to provide a crime deterrence and an incentive for officers to reside in the City.



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Implementation of the staffing study, the take-home vehicle program, and building the public safety complex will be major priorities over the coming years. Staff will incorporate these priorities into the business plan and all other goals and objectives for the coming years. To identify other goals and objectives, police administration began seeking input from all members of the Department during the Summer and Fall of 2021. Administration specifically asked for assistance with establishing the direction for the Department over the next five years. Administration gained input through meetings with first-line supervisors and employees at the management level as well as through a department-wide survey. Below are the survey questions, along with the top responses to each:

- ❖ From 1 to 10, would you recommend the Lewisville Police Department for employment to a friend or family member?
 - 77.8% responded favorably
 - 38.1% gave the Department the highest score (10).

- ❖ What is the best thing about working for the Lewisville Police Department?
 - Pay and Benefits
 - Culture
 - Leadership

- ❖ What is the worst thing about working for the Lewisville Police Department?
 - Vehicle Fleet
 - Management
 - Lack of Accountability

- ❖ What has been the biggest accomplishment over the past three years?
 - New Uniforms and Load-Bearing Vests
 - Step Plan for Dispatch and Detention
 - COVID-19 response (maintaining operations)
 - New Technology (Flock cameras and Expanded Axon)

- ❖ What has been the biggest failure over the past three years?
 - Fleet
 - Central Square Pro
 - Retention
 - Lack of Diversity

- ❖ What should be Administration's focus over the next five years?
 - Mentor and Promote Leaders



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- Public Safety Complex (meet needs of all)
- Staffing, Hiring, and Retention
- Competitive Pay (continue approach with sworn salaries and increase civilian pay to be competitive with other cities and the private sector)

Staff would like to add additional context to some of the responses listed above. Sixty-four employees responded to the survey from across all areas of the Department. Employees who spoke favorably on “Pay and Benefits” were addressing the pay for the sworn officer positions. There were numerous comments about low civilian salaries. You will note a positive statement about “Leadership” and a negative comment about “Management.” Staff could not ascertain which ranks or positions the responses were referencing.

Staff is aware of the concerns associated with the fleet, particularly relating to Patrol officers. As previously mentioned, Administration has implemented a Take-Home Vehicle Program that will add 21 vehicles to the Patrol fleet within three years. Staff will continue to add vehicles (after first three years), as necessary, for those Patrol officers residing in the city limits. This program will reduce wear and tear on our pool fleet and give officers an incentive to live in the City. In addition, staff will continue to consider innovative approaches to alleviating the issues with the fleet.

The focus points from the employees are consistent with those identified by Police Administration. Additionally, Police Administration will add a focus on crime reduction and the replacement of our current CAD/RMS. Therefore, six focal points will be detailed as goals in this section.

The information compiled from the survey and meetings, the staffing study results, and the Lewisville 2025 Vision Plan Update will drive the information contained in this Business Plan. In addition, a focus on the new public safety complex will be included. The business plan document will consist of the following sections:

- ❖ Department Overview
- ❖ Vision and Mission Statement
- ❖ Strengths, Weaknesses, Opportunities, and Threats (SWOT)
- ❖ Goals and Objectives
- ❖ Strategies and Tasks
- ❖ Strategic Tasks Timeline
- ❖ Performance Metrics
- ❖ Five-Year Forecast



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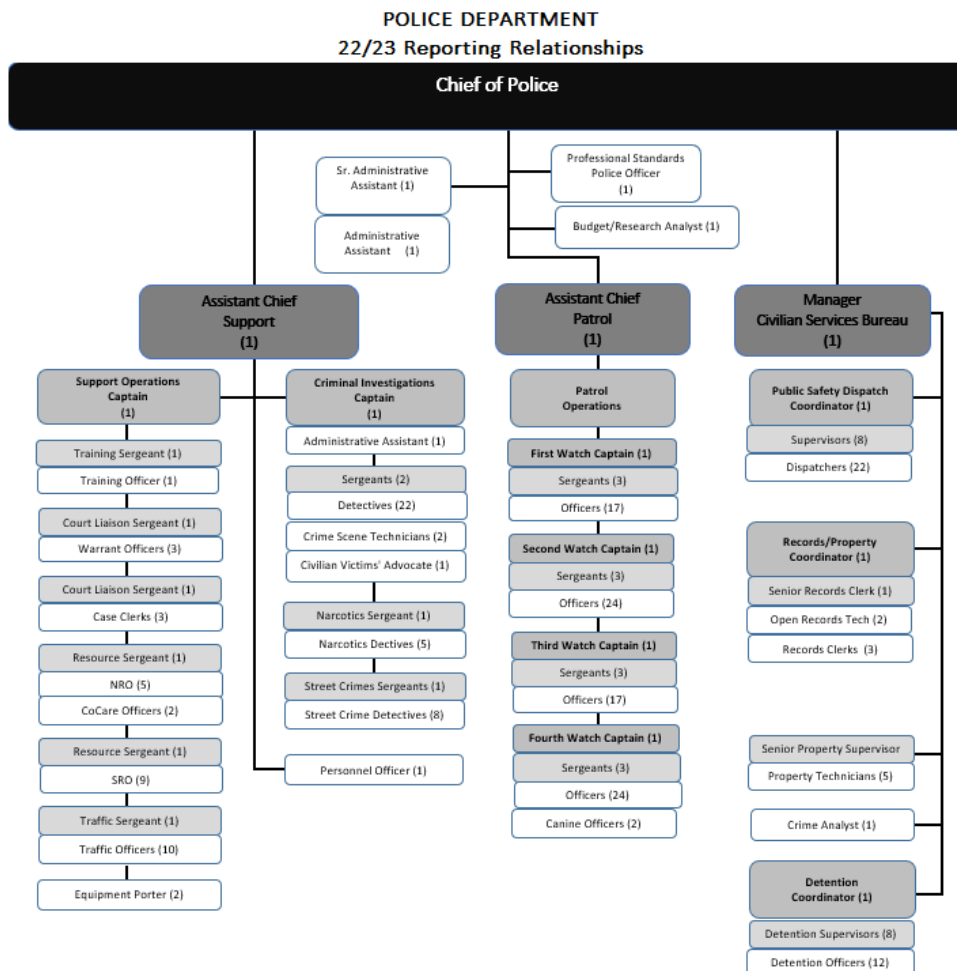
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1. DEPARTMENT OVERVIEW

Department Organization

The Police Department is tasked with the safety and security of all residents and visitors to the City of Lewisville. The members of the Police Department do not take this responsibility lightly and strive to serve in a manner that is fair, impartial, and transparent to all. The Police Department is a “Recognized Agency” by the Texas Police Chiefs Best Practices Program and has been since 2010; it became the 28th “recognized” law enforcement agency in the state.

The police department team includes 182 sworn police officers, 80 civilians, and 35 part-time employees. The part-time positions include school crossing guards and background investigators (retired Lewisville police officers). Full-time positions are detailed on the Police Department Organizational chart below:



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The Police Department comprises three bureaus, including Patrol, Investigations, and Civilian Services. The current structure was created approximately two years ago when civilian oversight was moved from sworn personnel to non-sworn personnel. Specifically, in past years, positions within Records, Property and Evidence, and Detention were the responsibility of a sworn captain position. This reorganization allowed sworn supervisors to devote their time to law enforcement purposes and created growth opportunities for civilian staff. The reorganization has been working well for the Police Department.

Lewisville 2025 Plan

As mentioned previously, the Lewisville 2025 Plan and, more specifically, the newly adopted Lewisville 2025 Vision Plan Update are already used to guide departmental activities. The Lewisville 2025 Plan was initially adopted by the City Council in 2014 and then updated in 2021. The plan includes seven “Big Moves” and three “Strategic Moves” to set a clear, shared vision for the community and departments. The “Big Moves” and “Strategic Moves” are detailed below:

- ❖ Green Centerpiece
- ❖ Extending the Green
 - ❖ Old Town
 - ❖ Diverse and Thriving Neighborhoods
 - ❖ Economic Vitality
 - ❖ Identity, Place, and Communications
 - ❖ Sustainability
 - ❖ Strategic Moves
 - Values-Driven Organization
 - Data-Driven Organization
 - Connected City



The Police Department touches each one of these “Big Moves” within the operation it provides. Primarily, the Department focuses on Diverse and Thriving Neighborhoods. This Big Move centers on quality-of-life measures for our residents. The Police Department strives to assist residents with these issues through our Patrol Bureau officers, who respond to calls for services. In addition, our Support Bureau officers dedicate many hours to help resolve nuisance issues by enforcing city ordinances and state laws to gain compliance. A sense of safety and security is imperative for residents. There are many other ways the Police Department assists with implementing the Lewisville 2025 Plan, including communication, sustainability, and data management measures. These, along with many more, will be included throughout this document’s Strategies and Tasks section.



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Policing in the 21st Century

Police departments are often and should be scrutinized for the type of police service they provide to their communities. As a result, the Police Department has emphasized the strategies outlined in the President's Task Force on 21st Century Policing, published in 2015. The committee detailed the following six pillars of effective policing. Examples of how the Police Department utilizes each pillar is described below:



- ❖ Building Trust and Legitimacy
 - o Handling of the protests in 2020
 - o Outreach efforts within the community
 - o 3rd Party Audit of the Department in 2022
- ❖ Policy and Oversight
 - o Best Practices Program
 - o Transparency Page
 - o Consultant to evaluate racial-profiling statistics
- ❖ Technology and Social Media
 - o Broader outreach through social media
 - o Use of Flock Security cameras in high-crime areas
 - o Transition to software with Axon
- ❖ Community Policing and Crime Reduction
 - o Neighborhood Resource Officers
 - o Creation of Community Caretaking (CoCare) team
 - o Nuisance Abatement Program for Hotels and Apartment Complexes
- ❖ Training and Education
 - o Procedural Justice Training



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- o De-escalation and Bias Training
- o Briefing Training

- ❖ Officer Wellness and Safety
 - o Physical Fitness Program
 - o Heart and Cancer Scans

The effective policing pillars of Policy and Oversight; Community Policing and Crime Reduction; and Training and Education were prevalent in discussions with the Mayor’s Commission on Racial Equity (Listen, Learn, Lead). Along with the pillars of effective policing, the Police Department also implemented many strategies outlined by the Mayor’s Commission. The Police Department instructed personnel on Procedural Justice in 2021. The pillars of Procedural Justice include:

- ❖ **Fairness** in the processes
- ❖ **Transparency** in actions
- ❖ Opportunities for **Voice**
- ❖ **Impartiality** in decision making

The four pillars of Procedural Justice are at the heart of our mission statement and core values.

2. MISSION STATEMENT AND CORE VALUES



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3. SWOT ANALYSIS

Each year the Police Department completes a SWOT analysis to develop the operating budget for the upcoming fiscal year. Strengths, Weaknesses, Opportunities, and Threats are categorized in Build Our Future, Serve Every Day and Value People. Staff completed the current SWOT analysis (below) in May 2022. This SWOT Analysis will assist in creating goals, strategies, and tasks to include in the budget.

Build Our Future

Strength

A new upfitter for fleet has improved turnaround time

Availability of State and Federal seizure funds to purchase capital equipment

Axon program ensures up-to-date and reliable technology for Tasers and BWCs

Building Public Safety Complex to address the current and future needs of the department

Department's continued focus on transparency via page on City's website which provides statistics to the public

Hybrid (13) and electric (1) fleet for unmarked vehicles has saved fuel and maintenance costs

PowerDMS (for General Order tracking) and AXON Standards software (for use of force, pursuits, and complaints) has streamlined administrative processes

Size and dependability of Chevy Tahoes for fleet vehicles

Transition to Axon dashcams combines all digital evidence in one location

Department has access to license plate scans from 3rd parties (tow trucks, etc.)

Expanded use of Flock cameras to cover entrances into City.

Funding to replace Jail Control Module (replacement in FY 22/23)

Use of Special Operations Annex (Old Fire Station 3) to house police offices and store equipment

Weakness

Catalytic converter thefts are on the rise and these investigations can be difficult without paid access to recycling databases



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Continued rise in on-going maintenance costs from the many systems and software platforms utilized by the department can cause budget reductions in other areas to meet base budget

Lack of availability of large drone for police use

Lack of funding for background investigators

Need for additional Patrol vehicles due to vehicles being down due to maintenance and fleets; along with overlapping shifts (Take-home vehicles will help issue but are delayed due to supply chain)

Rising costs and long delays to receive ammunition from manufacturer are causing ammunition shortages for Department

Opportunity

Attend more career fairs and community events to attract quality applicants

Automate the transparency page to provide real-time information to the public

Continuing or expanding our use of grant funding

Expanding the use of smartphone and tablet technology (ticket writers)

Hire position for to coordinate the budget and write grants

New Enterprise RMS/CAD creates potential to streamline internal processes

Replace pursuit-rated vehicles in Community Resource operations and move those vehicles to increase Patrol fleet

Threat

Outside entities creating protocols that negatively impact our department operations (TCOLE, Denton County DA)

Unfunded mandates and property tax caps

Unfunded mandates associated with police reform

Serve Every Day

Strength

Added Zone 5 NRO for East Lewisville and Castle Hills

All dispatchers are Emergency Medical Dispatch certified

CoCare Team established to assist the citizens and Patrol with mental health calls

Department transitioned to Desk Officer Reporting System (DORS) for online reports



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Flock Safety cameras have assisted in criminal investigations and locating stolen property
NROs working closely with community resources to provide assistance to homeless
Property Room staff continues to dispose of property to result in a net decrease in the amount stored by the department
Providing full services to Castle Hills residents post-annexation
Safe Return Program to assist department in identifying and locating high-risk community members with diminished mental capabilities
Three detectives added to investigate crimes against persons and juvenile crimes
Real-Time camera access to LISD campuses to increase school safety

Weakness

Continued public concerns about violent crime
Cultural barriers can cause gaps in our service delivery. The department continues to focus on diversity in hiring.
Increased lab costs associated with marijuana legislation and having to utilize private labs
Increased response times for calls for service (Priority One - 6.81 from 6.45 Priority Two - 10.43 from 8.80, Priority Three - 40.34 from 25.90)

Opportunity

Contracted Laserfiche integration purchased with the new Enterprise CAD/RMS will streamline processes
Joint Public Information position with the Fire Department
Meet higher expectations of police services within the Castle Hills area post annexation
New Enterprise CAD/RMS Public Safety software may streamline service delivery
New Zone and Beat alignments should address call-loads
Expand SRO Program into elementary schools
Partner with the Fire Department and Emergency Management in a Joint Mobile Operations Center for field operations

Threat

Legislation could restrict the use of Advanced License Plate Reading cameras
National anti-police sentiment can hinder operations and effect officer morale



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Potential for domestic terrorism related incidents from extremist groups
Social media impact on residents' feelings of safety and security
Uncertainty of reserve military personnel activation, which disrupts staffing levels

Value People

Strength

"Accredited" by the Texas Police Chiefs Association Accreditation Program
All supervisors attend supervisory-related training through the Institute of Law Enforcement Administration and through the FBI-Law Enforcement Executive Development Association
All supervisory positions are filled
Although not required, all qualified detention officers receive state jail training
Chief Advisory Committee to make recommendations to the Chief on operational and budgetary considerations
Crisis Incident Stress Management Team helps employees cope with stress
Hiring and selection process ensures quality hires in Civilian and Sworn positions
Hiring incentive now being offered for eligible positions (dispatcher, lateral dispatcher, and certified police officer positions)
Lateral hiring program attracts experienced officers and dispatchers
Lewisville Citizens Police Academy Alumni Association volunteers assist in many functions
Narcan deployed in Detention and Property & Evidence
Officer Wellness Program to identify at-risk officers for medical issues
Officers are equipped with life-saving equipment (ballistic shields, vests, trauma kits, Narcan, etc.)
Positive relationship with high school and college students creating opportunities for recruiting
Public Safety Cadet program to mentor youth
Regularly review and update policies
Restructure staff in Property & Evidence to allow for more effective disposal of evidence and supervision of team
Sergeant Field Training Program to assist in transition
Staffing study has allowed the department to identify future needs
The switch to Axon for digital evidence streamlines our redaction process for public information requests
Use of "acting" supervisory positions addresses supervisor shortages
Well-trained workforce



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Weakness

- Competition in the Metroplex for qualified police employee applicants
- Continued difficulty in attracting qualified civilian candidates due to pay rates, and the nature of positions
- Delay in obtaining fleet vehicles and the related emergency equipment from the manufacturers
- Inability to staff special assignment positions due to shortages in Patrol
- Increase in quantity and difficulty of Open Records Requests
- Internal communication between all divisions and all shifts
- Loss of institutional knowledge due to retirements of experienced, tenured employees

Opportunity

- Ability to recruit and test offsite using the rowing machine for physical ability testing
- Continue and expand our internal mentoring program to cross train our personnel
- Expand college intern program to assist department functions
- Expanded data analytics to improve police services
- Workforce does not reflect diverse community, most notably in the Hispanic community. The department continues to focus on diversity in hiring
- Explore new marketing strategies to help attract civilian positions
- Physical fitness standard will improve the health and fitness of our sworn work force as we move towards our goal of reaching 70% (Officers just as fit as 70% of the general population)

Threat

- Continued negative climate of policing may have long-lasting ramifications with retention and hiring
- Possible on-going health issues related to COVID
- Potential of operational limitations if COVID cases surge

4. GOALS, STRATEGIES, TASKS, & TIMELINES

To Mentor and Promote Great Leaders

Strategy	Task	Task Owner	Target FY
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Have a process that effectively identifies those officers with the leadership qualities needed to be a highly productive, respected first-line supervisor	Determine why some officers (that would be good supervisors) are not applying	Chief Advisory Committee	2023
	Continue to evaluate the testing process to ensure the best candidates are identified	Asst. Chief – Patrol Operations	Annually
	Seek input from the Chief Advisory Committee on any suggested changes	Police Chief	2023
Create a Mentoring Program to prepare Officers/Supervisors for their next level of leadership	Survey benchmark cities to determine if they have mentoring programs and, if so, the process for implementing the program	Asst. Chief – Support Operations	2024
	Develop a Mentoring Program	Asst. Chief – Support Operations	2024
Establish a broadly accepted promotional process for Sergeants	Survey our benchmark cities to determine what process they utilize for sergeant promotions	Asst. Chief – Patrol Operations	2023
	Implement changes	Police Chief	2023

To Develop a State-of-the-Art Joint Public Safety Complex

Strategy	Task	Task Owner	Target FY
Work with City Administration, Fire, and Police staff to design the complex	Meet with all Police employees prior to making decisions on the design	Police Chief	2022
	Ensure all Police employees have the opportunity to meet with architects	Police Chief	2022
	Meet with Police personnel to engage them in the design process and solicit input	Captain – Support Operations	2022
	Meet with Chief Advisory Committee to solicit input	Police Chief	2022
Create a transition plan for those displaced during complex construction	Identify resources as quickly as possible to address needs	Bureau Commanders	2022
	Plan for the move	Bureau Commanders	2022
	Implementing the plan for the move	Bureau Commanders	2023
Work with City Administration, Fire, and Police staff to construct the complex	Meet with construction personnel during construction	Captain – Support Operations	2023 - 2025
	Meet with Department personnel to keep them updated of the progress	Captain – Support Operations	2023 - 2025



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	Meet with Chief Advisory Committee to solicit input	Police Chief	2022
Work with City Administration, Fire, and Police staff to equip the complex	Ensure the complex is equipped with quality furniture that can be matched in the future	Captain – Support Operations	2023 - 2025
	Consider the effects of COVID in an office setting	Captain – Support Operations	2023 - 2025
	Ensure technology needs will be met into the future	Captain – Support Operations	2023 - 2025
Work with City Administration, Fire, and Police staff to create a plan for moving into the facility	Ensure key staff is included in decisions	Captain – Support Operations	2024-2025
	Reduce clutter that has accumulated over the years.	Captain – Support Operations	2024-2025

Value Employees Through Optimal Staffing, Hiring, and Retention Efforts

Strategy	Task	Task Owner	Target FY
Maintain appropriate staffing levels	Continue with the Budgetary Action Plan created through the Matrix Staffing Study for adding additional personnel	Police Chief	Annually
	Add positions (from the Budgetary Action Plan or as other needs are identified)	Police Chief	Annually
	Advocate for competitive pay within all police operations	Police Chief	Annually
	Evaluate recruiting techniques	Asst. Chief – Support Ops	2022
	Implement new recruiting techniques (if needed)	Asst. Chief – Support Ops	2023
Fill key positions outside of the Patrol Bureau	Fill a minimum of one vacant Street Crimes position per year while maintaining existing staffing in the unit	Police Chief	Annually
	Fill all vacant Detective positions as soon as possible	Police Chief	2022 - 2026
	Fill all positions with quality, high-producing employees	Civilian Services Manager	Ongoing
	Fill civilian positions within a timely manner	Civilian Services Manager	Ongoing
Retain good, quality employees	Hold low-performing employees accountable	All supervisory personnel	Ongoing
	Understand that high-performing employees make mistakes	All supervisory personnel	Ongoing
	Administrative focus on showing employees they are valued	Police Chief	Ongoing



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To Increase Public Safety Through Crime Reduction

Strategy	Task	Task Owner	Target FY
Continue and expand the use of technology to detect and prevent crime and apprehend violators	Identify crime hot spots each year for potential Flock camera placement	Police Chief	Annually
	Evaluate Flock expansion throughout the City	Police Chief	2022
	Consider expanding the Milestone and Flock in the Old Town public area due to increased population density	Police Chief	2025
	Evaluate personal mobility devices (electric bikes, two-seaters, etc.) for use in the park system and Old Town area	Police Chief	2024
Explore the use of crime detection sensors	Beta test the Flock crime-reduction sensors	Police Chief	2022
	Evaluate other technology that may provide a solution	Police Chief	2023
	Consider sensor cameras for our parks system to detect after-hours activity	Police Chief	2023
Expanded use of Axon technology	Utilize data analysis with Axon	Police Chief	2022
	Replace antiquated workflow with Axon Standards	Training Sergeant	2022
	Evaluate effectiveness of software to determine if contract should continue	Police Chief	2024
Focus on multi-family and high-density locations	Work with city staff to suggest Flock cameras for high-density locations	Police Chief	2023
	Evaluate staffing (Zones and Beats) to handle increase in calls for service	Police Chief	Annually
Evaluate CoCare Program	Use metrics to determine effectiveness of the program	Police Chief	Annually
	Determine if the program should be expanded	Police Chief	Annually



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Use Nuisance Abatement Program effectively	Use metrics to identify properties for inclusion into program	Patrol Bureau Asst. Chief	Annually
	Hold property owners accountable for their properties	Patrol Bureau Asst. Chief	Annually
Enhance partnership with Neighborhood Services	Increase enforcement of code violations	Support Bureau Asst. Chief	Annually
	Identify properties for inclusion into City programs (Loving Lewisville, etc.)	Support Bureau Asst. Chief	Annually

To Replace CAD/RMS to Meet the Future Needs of the Department

Strategy	Task	Task Owner	Target FY
Ensure new software meets and exceeds the department's needs	Evaluate from every area of the department	PD Project Manager	2022 - 2023
	Meet with affected staff	PD Project Manager	2022 - 2023



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	Do not go-live until all issues are addressed	Police Chief	2022 - 2023
	Meet with representatives from Allen PD to help identify potential issues and lessons learned	PD Project Manager	2022
Ensure proper implementation of the software	Consider utilizing a consulting firm to oversee implementation	Police Chief	2022
	Temporary assignment of a PD Project Manager to this project	Police Chief	2022
	PD Project Manager will facilitate monthly meetings with PD Admin, ITS Admin, and City Management	PD Project Manager	2023
Ensure all personnel are trained on software	Train personnel to ensure the software is being used to its full potential	PD Project Manager	Post Go-Live
	Train personnel on the software as it pertains to their unique function	PD Project Manager	Prior to Go-Live

5. PERFORMANCE METRICS

Goal: To Mentor and Promote Great Sworn Leaders			
Strategy	Task	Metric	Target
Have a process that effectively identifies those officers with the leadership qualities needed to be a highly productive, respected	Determine why some officers (that would be good supervisors) are not applying	Number of Officers testing for promotion	Increase of 30%
	Continue to evaluate the testing process to ensure the best candidates are identified	Ability to fill vacant supervisor positions	100% filled
	Seek input from the Chief Advisory Committee on any suggested changes	Meet to discuss issue and solicit changes to process	Improve the process





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first-line supervisor			
Create a Mentoring Program to prepare Officers and Supervisors for their next level of leadership	Survey benchmark cities to determine if they have mentoring programs and, if so, the process for implementing the program	Survey Results presented to the Police Chief	Fall 2023
	Develop a Mentoring Program	Assign an Assistant Chief to present an Implementation Plan to the Police Chief	Have a program in place before 2024
Establish a broadly accepted promotional process for Sergeants	Survey our benchmark cities to determine what process they utilize for sergeant promotions	Survey Results presented to the Police Chief	Spring 2023
	Implement changes	Review with Human Resources and the Chief Advisory Committee	Spring 2024



Goal: To Develop a State-of-the-Art Joint Public Safety Complex 			
Strategy	Task	Metric	Target
Work with City Administration, Fire, and Police staff to design the complex 	Solicit input from Police Personnel on design	Meet with Police Employees	At Major Decision Points
	Allow PD employees to provide input to Architects	Employee meetings with Architect	At Major Decision Points
	Solicit input from Police Personnel	Meet with Police Employees	At Major Decision Points
	Solicit input from Chief Advisory Group	Meet with Chief Advisory Group	At Major Decision Points
Create a transition plan for those displaced during complex construction	Identify resources as quickly as possible to address needs	Needs Addressed	September 2022
	Plan for the move	Written Plan with a timeline	September 2022
	Implementing the plan for the move	Successfully maintain operations throughout move	October 2022



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Work with City Administration, Fire, and Police staff to construct the complex 	Meet with construction personnel during construction	Identify and work through issues as they arise	Work through all issues
	Meet with Department personnel to keep them updated of the progress	Meetings with employees	Quarterly basis
	Solicit input from Chief Advisory Committee	Meet with CAC	Quarterly basis
Work with City Administration, Fire, and Police staff to equip the complex 	Ensure the complex is equipped with quality furniture that can be matched in the future	Seek input from end-users	All workgroups included
	Consider the effects of COVID in an office setting	Meet with Design Team	Summer 2022
	Ensure technology needs will be met into the future	Meet with end-users and ITS	Prior to purchase
Work with City Administration, Fire, and Police staff to create a plan for moving into the facility	Ensure key staff is included in decisions	Meetings	As needed
	Reduce clutter that has accumulated over the years.	Transition Plan	Prior to Move



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Goal: Value Employees Through Optimal Staffing, Hiring, and Retention Efforts			
Strategy	Task	Metric	Target
Maintain appropriate staffing levels	Continue with the Budgetary Action Plan created through the Matrix Staffing Study for adding additional personnel	Adherence to the Budgetary Action Plan	See Appendix
	When possible, add positions (from the Budgetary Action Plan) sooner than detailed in the plan	Meet with City Management to discuss needs	Each budget year
	Advocate for competitive pay within all police operations	Meet with City Management	Each budget year
	Evaluate recruiting techniques	Meet with leadership teams from each area	Quarterly
	Implement new recruiting techniques (if needed)	Plan for transition	Prior to Posting
Fill key positions outside of the Patrol Bureau	Fill vacant Street Crimes positions while maintaining existing staffing in the unit	Number of positions filled per year	1
	Fill all vacant Detective positions	Number of positions filled per year	2
	Fill civilian positions with quality, high-producing employees	Employee Evaluation System	Correct behavior or separate from the Employee



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	Fill civilian positions quickly	How long position is vacant	90 days
Retain good, quality employees	Hold low-performing employees accountable	Employee Evaluation System	Correct behavior or separate from employee
	Understand that high-performing employees make mistakes	Employee Evaluation System	Correct behavior, but understand mistakes are made
	Administrative focus on showing employees they are valued	Employee Appreciation Events	Semi-Annual



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Goal: To Increase Public Safety Through Crime Reduction 			
Strategy	Task	Metric	Target
Continue and expand the use of technology to detect and prevent crime and apprehend violators	Utilize ALPR cameras in the most appropriate areas	Identify crime hot spots each year for potential Flock camera placement	Deploy cameras to area within one year
	Develop a procedure for determining when and how to expand Flock cameras	Complete the procedure and use it for effective determination of expansion	Reduction in crime and increased apprehension of criminals coming into the City of Lewisville
	Consider expanding the Milestone camera system in the Old Town public area due to increased population density	Meet with ITS to determine the feasibility and Police Command Staff to determine the need	Fall 2025
	Evaluate personal mobility devices for use in the park system and Old Town area 	<ol style="list-style-type: none"> 1. Meet with key City Staff and vendors 2. Develop a city ordinance 	Summer 2024
Explore the use of crime detection sensors	Beta test the Flock crime-reduction sensors	Did the sensors accurately detect crime	60% accuracy
	Evaluate other technology that may provide a solution	Assign an Assistant Chief to conduct research	Winter 2023
	Consider sensor cameras for our parks system to detect after-hours activity	Meet with key City Staff	Spring 2023
Expanded use of Axon technology	Utilize data analysis with Axon	Post on Transparency Page	Spring 2023



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	Replace antiquated workflow with Axon Standards	Move all reporting to Axon	Spring 2022
	Evaluate effectiveness of software to determine if contract should continue	Police Administrator prepare a review	Spring 2024
Focus on multi-family and high-density locations	Work with city staff to suggest cameras for multi-family locations	Meet with Stakeholders	As properties are identified
	Ensure proper staffing (Zones and Beats) to handle increase in calls for service	Evaluate Calls for Service in each Beat	Annually
Evaluate CoCare Program	Use metrics to determine effectiveness	Create metrics	Semi-Annually
	Determine if the program should be expanded	Evaluate the need	Annually
Use Nuisance Abatement Program Effectively	Use metrics to identify properties for inclusion into program	Evaluate properties	Annually
	Hold property owners accountable for their properties	Evaluate properties for reductions	Quarterly
Enhance partnership with Neighborhood Services	Increase enforcement of Code violations 	Evaluate metrics for compliance	Annually
	Identify properties for inclusion into City programs 	Evaluate based on issues	Annually

Goal: To Replace CAD/RMS to Meet Future Needs of the Department			
Strategy	Task	Metric	Target
Ensure new software meets and exceeds the department's needs	Evaluate from every area of the department	Meet with all user groups of the department and beyond	Throughout process



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	Meet with affected staff	Meet with all user groups of the department and beyond	Throughout process
	Do not go-live until all issues are addressed. Department must be able to pull metrics from system	Ensure all facets of system are functioning properly	Evaluate as the project nears end
	Identify potential issues and lessons learned from other implementations	Identify and meet with other agencies	Ongoing meetings throughout process
Ensure proper implementation of the software	Consider utilizing a consulting firm to oversee implementation	Meet with City Admin to determine the best course of action	Decision not to utilize consulting firm since software evaluation was not needed
	Temporary assignment of a PD Project Manager to this project	Identify a person that has the skill set to accomplish goals	Assign at the onset of the project
	PD Project Manager will ensure City Executives stay informed	Meet with Police Chief, ITS Director, and City Management	Monthly during Project
Ensure all personnel are trained on software	Train personnel to ensure the software is being used to its full potential	Hold Training Sessions	Minimum Needed
	Train personnel on the software as it pertains to their unique function	Hold Training Sessions	Minimum Needed



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6. FIVE-YEAR FORECAST

	2022	2023	2024	2025	2026
1 To Menton and Promote Great Leaders					
1.1 Have a Process that effectively identifies those officers with the leadership qualities needed to be a highly productive, respected first line supervisor					
1.1.1 Determine why some officers (that would be good supervisors) are not applying	■	■			
1.1.2 Evaluate the testing process to ensure the best candidates are identified		■			
1.1.3 Seek input from the Chief Advisory Committee on any suggested changes		■			
1.2 Create a Mentoring Program to prepare Officers and Supervisors for their next level of leadership					
1.2.1 Survey benchmark cities to determine if they have mentoring programs and, if so, the process for implementing a program		■			
1.2.2 Develop and Mentoring Program		■			
2 Develop a State-of-the-Art Joint Public Safety Center					
2.1 Work with City Administration, Fire, and Police Staff to design the center					
2.1.1 Meet with all Police Employees prior to making decisions on the design	■				
2.1.2 Ensure all Police Employees have the opportunity to meet with architects	■				
2.1.3 Meet with Police personnel to engage them in the design process and solicit input	■				
2.1.4 Meet with Chief Advisory Committee to solicit input	■				
2.2 Create a Transition Plan for those displaced during the center's construction					
2.2.1 Identify resources as quickly as possible to identify needs	■				
2.2.2 Plan for the move	■				
2.2.3 Implent the plan for the move		■			
2.3 Work with City Administration, Fire, and Police Staff to construct the center					
2.3.1 Meet with construction personnel during construction		■	■		
2.3.2 Meet with department personnel to keep them updated		■	■		
2.3.3 Meet with Chief Advisory Committee to solicit input		■	■		
2.4 Work with City Administration, Fire, and Police Staff to equip the center					
2.4.1 Ensure the complex is equipped with quality furniture that can be matched in the future		■	■		
2.4.2 Consider the effects of COVID in an office setting		■	■		
2.4.3 Ensure technology needs will be met into the future		■	■		
2.5 Work with City Administration, Fire, and Police staff to create a plan for moving into the center					
2.5.1 Ensure key staff is included in decisions			■		
2.5.2 Reduce clutter that has accumulated over the years			■		

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	2022	2023	2024	2025	2026
3 Value Employees through optimal Staffing, Hiring, and Retention Efforts					
3.1 Maintain appropriate staffing levels					
3.1.1 Continue with the Budgetary Action Plan created through the Matrix Staffing Study for adding additional personnel					
3.1.2 When possible, add positions (from the Budgetary Action Plan) sooner that detailed in the plan					
3.1.3 Advocate for competitive pay within all police operations					
3.1.4 Evaluate recruiting techniques					
3.1.5 Implement new recruiting techniques, if needed					
3.2 Fill key positions outside of the Patrol Bureau					
3.2.1 Fill a minimum of one vacant Street Crimes position per year while maintaining existing staffing in the unit					
3.2.2 Fill all vacant Detective positions within five years					
3.2.3 Fill civilian positions with quality, high-producing employees					
3.2.4 Fill civilian positions within 90 days of vacancy					
3.3 Retain good, quality employees					
3.3.1 Hold low-performing employees accountable					
3.3.2 Understand that high-performing employees make mistakes					
3.3.3 Administrative focus on showing employees they are appreciated					
4 To Increase Public Safety Through Crime Reduction					
4.1 Continue and expand the use of technology to detect and prevent crime and apprehend violators					
4.1.1 Identify crime hot spots each year for potential Flock camera placement					
4.1.2 Expanded Flock coverage North into other areas of the City					
4.1.3 Consider expanding the Milestone camera system in the Old Town public areas due to increased population density					
4.1.4 Evaluate personal mobility devices for use in the park system and Old Town area					
4.2 Explore the use of Crime Detection Sensors					
4.2.1 Beta test the Flock crime-detection sensors					
4.2.2 Evaluate other technology that may provide a solution					
4.2.3 Consider sensor cameras for our Parks System to detect after-hours activity					
4.3 Expanded Use of Axon Technology					
4.3.1 Utilize data analysis through Axon					
4.3.2 Replace antiquated workflow with Axon Standards					
4.3.3 Evaluate effectiveness of software to determine if the contract should be continued					

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	2022	2023	2024	2025	2026
4.4 Focus on Multi-Family and High-Density Locations					
4.4.1 Work with City Staff to suggest cameras for multi-family locations					
4.4.2 Ensure proper staffing (Zones and Beats) to handle increase in Calls for Service					
4.5 Evaluate CoCare Program					
4.5.1 Use metrics to determine effectiveness of the program					
4.5.2 Determine if the program should be expanded					
4.6 Use Nuisance Abatement Program effectively					
4.6.1 Use metrics to identify properties for inclusion into the program					
4.6.2 Hold property owners accountable for their properties					
4.7 Enhance partnership with Neighborhood Services					
4.7.1 Increase enforcement of Code violations					
4.7.2 Identify properties for inclusion into City programs (Loving Lewisville, etc.)					
5 To Replace CAD/RMS to Meet the Future Need of the Department					
5.1 Ensure new software meets and exceeds the Department's needs					
5.1.1 Evaluate from every area of the Department					
5.1.2 Meet with affected staff					
5.1.3 Do not go-live until all issues are addressed					
5.1.4 Meet with representatives from Allen PD to help identify potential issues and lessons learned					
5.2 Ensure Proper Implementation of the Software					
5.2.1 Consider utilizing a consulting firm to oversee the implementation					
5.2.2 Temporary assignment of a PD Project Manager to this project					
5.2.3 PD Project Manager will facilitate monthly meetings with PD, ITS, and City Admin					
5.3 Ensure all Personnel are trained on software					
5.3.1 Train personnel to ensure the software is being used to its full potential					
5.3.2 Train personnel on the software as it pertains to their unique function.					