Arroyo Grande Police Department
Strategic Plan 2019 - 2021

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QUALITY OF LIFE

The strength of a democracy and the quality of life enjoyed by its citizens are determined in large measure by the ability of the police to discharge their duties.

Nobility of Policing - Guardians of Democracy

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City of Arroyo Grande
Council Members

Caren Ray Russom
Mayor

Kristen Barneich
Mayor Pro Tem

Jimmy Paulding
Council Member

Lan George
Council Member

Keith Storton
Council Member
I am excited to present the Arroyo Grande Police Department’s 2019-2021 Strategic Plan. The safety of our community is our highest priority and with this document as our guide, we will work together to achieve a continuously improving level of service.

For the first time, I am adopting a two-year plan in order to be responsive to emerging trends. Work on the plan began in January 2019 and included workshops with Administrative personnel as well as a Department survey completed in March 2019 by every rank in the Patrol and Investigative Divisions. From this collaborative process, four goals were identified that center around Staffing (recruitment/retention), Technology, Delivery of Service, and 21st Century Policing:

**Goal 1: Staffing (recruitment/retention)**  
Use creative and innovative recruitment methods to attract the most talented employees.

**Goal 2: Technology**  
Provide technology in a secure environment that supports the Department operationally and administratively, while enhancing our ability to best serve the public and to build and maintain community trust and legitimacy.

**Goal 3: Delivery of Service**  
Continue to develop strategies and implement programs to solve and reduce crime and improve the quality of life in Arroyo Grande.

**Goal 4: 21st Century Policing**  
Further our community policing efforts by complying with the President’s Report on 21st Century Policing (Contemporary Law Enforcement).

The Arroyo Grande Police Department’s Strategic Plan will be published on our website located at www.https://www.arroyogrande.org/123/Police.

Thank you to the dedicated men and women of the Arroyo Grande Police Department for your continued commitment to providing exemplary service to our community. Thank you to the City Council and our community for your support of public safety. We look forward to working together with our community to accomplish the goals and objectives of the 2019-2021 Arroyo Grande Police Department Strategic Plan.

Sincerely,

Beau D. Pryor  
Chief of Police
A MESSAGE

Never doubt that you carry a message of hope wherever you go. For the people you influence, protect and serve, that you may never meet. For every right thought, word, deed, and action serves the cause.

For what you have done yesterday, today and will do tomorrow to honor the nobility of policing.

Nobility of Policing - Guardians of Democracy
ARROYO GRANDE POLICE DEPARTMENT
MISSION STATEMENT

The mission of the Arroyo Grande Police Department is to maintain the public peace, safeguard lives and property, and to provide for a quality of life whereby those persons within the City of Arroyo Grande have a sense of security and freedom in their daily activities.

To achieve these ends, the Arroyo Grande Police Department will maintain the capability to provide a superior level of law enforcement and related services which are appropriate and timely.

Specifically, the Arroyo Grande Police Department will maintain a viable and proactive organization, which recognizes and effectively responds to current and future community needs, and which makes maximum use of available resources, personnel and technology.
GOAL 1: Staffing (Recruitment/Retention)

Use creative and innovative methods to attract the most talented individuals to become employees of our department.

Objective 1: Enhance the Recruitment Process

Action Item 1.1.1: Revitalize the Explorer Post program and recruit teenagers and young adults interested in a career in Law Enforcement.

Action Item 1.1.2: Continued development of the Police Cadet position to prepare Police Officer candidates for the Police Academy.

Action Item 1.1.3: Provide specialized training to select staff on law enforcement recruitment techniques and strategies.

Action Item 1.1.4: Develop a plan to improve the use of social media to attract qualified candidates to the Arroyo Grande Police Department.

Action Item 1.1.5: Implement a hiring incentive pilot program for lateral Police Officer candidates utilizing C.O.P.S Grant funding.

Objective 2: Develop Employee Retention Strategies

Action Item 1.2.1: Provide instructor level certification for employees to train in-house staff and host regional training at the Arroyo Grande Police Department.

Action Item 1.2.2: Implement an annual organizational survey to develop a career track program for all employees.

Action Item 1.2.3: Implement an annual assessment program to rotate Supervisory collateral assignments and create cross-training experiences.

Action Item 1.2.4: Fill all vacant specialized assignments once Patrol is fully staffed to allow career advancement opportunities.
GOAL 2: Technology

To provide technology in a secure environment that supports the Department operationally and administratively, while enhancing our ability to best serve the public.

Objective 1: Explore technology to increase accountability, transparency, public trust and crime-fighting techniques

**Action Item 2.1.1:** Implement body-worn camera pilot project.

**Action Item 2.1.2:** Replace the outdated and failing Public Safety Video Camera System.

**Action Item 2.1.3:** Replace the outdated and failing handheld radio system.

**Action Item 2.1.4:** Implement the resident video camera registration program.

**Action Item 2.1.5:** Implement Wi-Fi for wireless connectivity at the Police Department.

**Action Item 2.1.6:** Hardware upgrades to multi-video system in the EOC / Training Room.

**Action Item 2.1.7:** Improve Patrol efficiency by developing an iPod smart device pilot program.

**Action Item 2.1.8:** Upgrade the Nixle Public Alert software to enhance communications with the public.

**Action Item 2.1.9:** Implement the E-Scar program to comply with suspected child abuse reporting mandates.

***** All technology projects will be funded by the U.S. Department of Justice, Community Oriented Policing Services (COPS) Grant *****
GOAL 3: Delivery of Service

The strength of our public safety workforce is a key driver and enabler of our ability to achieve a safer and more prosperous city. Our strength begins with filling all of our vacant positions in the Patrol Division, thus reducing the excessive overtime demands and burdens on current staff. This will allow us to maximize our available resources by utilizing specialized positions to address our communities’ highest priorities and problems.

Objective 1: Enhance Communications with the Arroyo Grande Community

**Action Item 3.1.1:** Conduct at least two town hall meetings each year to share police department updates and solicit community feedback.

**Action Item 3.1.2:** Develop a community outreach program (Coffee with a Cop).

**Action Item 3.1.3:** Develop social media platforms (i.e., Facebook, Twitter) in addition to our enhanced Nixle Public Notification System.

Objective 2: Develop specialized assignments to reduce crime and improve the quality of life in Arroyo Grande

**Action Item 3.2.1:** Expand traffic enforcement activities by assigning a F/T Motorcycle Traffic Officer.

**Action Item 3.2.2:** Implement a Community Outreach Officer Program to address our homeless and mental health population.

**Action Item 3.2.3:** Implement a K-9 Officer Program.

**Action Item 3.2.4:** Implement a Bicycle Patrol Program.

**Action Item 3.2.5:** Staff the Regional S.W.A.T. Team.

**Action Item 3.2.6:** Implement a Special Problems Patrol Team.
GOAL 4: 21st Century Policing

Further our community efforts by working towards compliance with the President’s Report on 21st Century Policing to bring long-term guiding principles to the ways in which the Arroyo Grande Police Department brings positive change to its members and the community.

Objective 1: Utilization of training, education, equipment and officer wellness and safety to build community trust and legitimacy

**Action Item 4.1.1:** Implement a contemporary 40mm launcher platform and incorporate into range training as a less lethal alternative.

**Action Item 4.1.2:** Implement modern tourniquet technology and incorporate into tactical 1st Aid emergency training.

**Action Item 4.1.3:** Provide crisis intervention and mental health training (CIT) for all officers.

**Action Item 4.1.4:** Promote officer health and wellness by enhancing the department gym.

**Action Item 4.1.5:** Promote critical incident debriefings to include a police psychologist who can offer additional short and long-term services, as needed.

**Action Item 4.1.6:** Expand the Police Chaplain Program to add an additional Pastor as a secondary resource.
THE
GUARDIANS

Thousands of years before the policing profession was established, it had a name.

In Plato’s vision of the perfect society - a republic that honors the core of democracy - the greatest amount of power was given to those he called the Guardians. Only those with the most impeccable character would be chosen to bear the responsibility of protecting the democracy.

Those Guardians would love the community more than anything else, and never act to harm it. They would be entrusted to preserve its ideas, the sanctity of human dignity, and life itself.

*In the words of Plato:*

“It does not matter if the cobblers and the masons fail to do their jobs well, but if the Guardians fail the democracy will crumble.”

As Guardians of the longest running democracy in the history of the world, you cannot fail - you dare not fail - to honor the call. The risk is far too great and the margins for error far too slim.

*Nobility of Policing - Guardians of Democracy*
Special recognition to Arroyo Grande High School student

**Sidney Pruett**

for her assistance with the development of the graphic artwork for this Strategic Plan.