

5-Year Strategic Plan for Roswell, NM Police Department

Mission Statement:

To serve and protect the community of Roswell with integrity, professionalism, and transparency, while ensuring the safety and well-being of all residents through community policing, crime reduction, and collaborative efforts with local organizations.

Year 1: Assessment, Foundation Building, and Immediate Needs

1. **Community Engagement:**
 - **Conduct a Community Needs Assessment:** Survey the local community, community leaders, and business owners to understand their concerns, needs, and expectations of the police department.
 - **Continue Neighborhood Watch Program:** Continue expanding our neighborhood watch program by adding neighborhoods.
 2. **Staffing & Training Needs:**
 - **Conduct Staffing Analysis:** Assess current staffing levels in comparison to the city's population size and crime trends. Plan for any necessary recruitment.
 - **Training Initiatives:** Continue providing advanced training and keep experienced officers who are train the trainers.
 3. **Technology & Equipment Assessment:**
 - **Evaluate Current Technology:** Assess current patrol equipment, body cameras, radios, and software tools (like records management or dispatch systems). Create a prioritized list for upgrades or replacements.
 - **Digital Transformation:** Implement or update the records management system (RMS) and crime mapping software to improve efficiency and data transparency.
 4. **Internal Communications and Policies:**
 - **Review Policies and Procedures:** Update existing department policies on use of force, community engagement, and transparency, ensuring they align with national best practices.
 - **Communication Channels:** Create internal feedback loops to ensure clear communication among officers and leadership.
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Year 2: Building Capacity & Community Relationships

1. **Recruitment & Retention:**
 - **Diversify Recruitment Efforts:** Partner with local schools, universities, and veteran organizations to recruit a diverse pool of candidates. Offer incentives such as signing bonuses and educational benefits.

- **Retention Program:** Develop a retention strategy that includes mentorship programs, wellness resources, and career development opportunities to reduce turnover.
 - 2. **Enhanced Community Policing:**
 - **Neighborhood Policing Model:** Shift towards a more community-based policing approach by assigning officers to specific neighborhoods. Officers will become familiar faces in their assigned areas, addressing both crime and quality-of-life issues.
 - **Youth Engagement:** Develop a youth outreach program, including mentorship, summer programs, and school resource officers (SROs) who work with local schools to foster positive relationships with young people.
 - 3. **Crime Prevention Initiatives:**
 - **Expand Community Crime Prevention Programs:** Develop initiatives like neighborhood watch programs, crime prevention through environmental design (CPTED), and the use of technology (e.g., cameras) to deter crime.
 - **Partnerships with Social Services:** Build collaborations with local mental health professionals, addiction services, and other social service organizations to address the root causes of crime.
 - 4. **Mental Health Crisis Response:**
 - **Mental Health Unit:** Establish a specialized crisis intervention team (CIT) within the department to handle mental health crises with trained officers. Partner with local mental health facilities to ensure appropriate care and support.
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Year 3: Innovation, Technology, and Community Partnerships

1. **Technology Upgrades:**
 - **Body Cameras and Transparency:** Expand the use of body-worn cameras for all officers to increase accountability and transparency. Implement cloud storage and ensure public access to non-sensitive footage through an online portal.
 - **License Plate Readers (LPRs):** Invest in LPR technology for both patrol vehicles and stationary locations to assist in criminal investigations and vehicle-related offenses.
 - **Data-Driven Policing:** Implement predictive policing tools to allocate resources to areas with higher crime rates, while respecting privacy concerns and ensuring data is used ethically.
2. **Partnership with Local Organizations:**
 - **Expand Partnerships with Nonprofits and Social Services:** Work with local charities, addiction centers, housing providers, and community organizations to address homelessness and substance abuse.
 - **Strengthen Relationships with Local Government and Schools:** Foster collaboration with the local government, educational institutions, and business owners to support crime prevention, youth programs, and economic development.
3. **Traffic Safety & Enforcement:**

- **Traffic Safety Campaigns:** Launch traffic safety initiatives targeting impaired driving, speeding, and seatbelt use. Use data analytics to identify high-risk areas for traffic enforcement.
 - **DUI Task Force:** Create a task force to address impaired driving and reduce accidents in collaboration with the New Mexico State Police and local agencies.
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Year 4: Performance and Accountability, Officer Wellness

1. Performance Metrics:

- **Establish Performance Benchmarks:** Implement clear performance metrics for officers, including response times, clearance rates for cases, and community engagement metrics.
- **Annual Public Reporting:** Provide annual public reports on crime statistics, departmental goals, and progress toward transparency, including efforts to address use-of-force incidents.

2. Officer Wellness & Support:

- **Create Wellness Programs:** Implement a department-wide officer wellness program that includes mental health support, physical fitness programs, and peer counseling services.
- **Support for Families of Officers:** Provide additional support services for officers' families to reduce burnout and provide emotional resilience.

3. Professional Development & Leadership Pipeline:

- **Leadership Development Program:** Develop a formal leadership program that prepares officers for promotional roles and positions of responsibility.
 - **Ongoing Education:** Offer regular advanced training in areas such as criminal law, investigations, and crisis management to keep officers updated on the latest techniques and trends.
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Year 5: Evaluation and Long-Term Sustainability

1. Strategic Review and Adjustment:

- **Evaluate Progress:** Conduct a comprehensive evaluation of the department's 5-year goals. Review crime trends, community satisfaction, officer performance, and technological progress. Adjust strategies as needed.
- **Community Feedback:** Hold town hall meetings and surveys to assess public satisfaction with the department's services. Identify areas for improvement and celebrate successes.

2. Long-Term Financial Planning:

- **Secure Long-Term Funding:** Work with local government to secure long-term funding for technology upgrades, recruitment, and officer wellness programs.

- **Grant Writing:** Apply for federal, state, and private grants to fund specialized programs, including community policing initiatives, mental health response, and technology.
 - 3. **Community Legacy Projects:**
 - **Build Lasting Relationships:** Continue to strengthen the bonds between the police and the community through collaborative projects, volunteer programs, and civic engagement.
 - **Sustainability:** Create sustainability initiatives that ensure that the gains made over the past five years continue into the future, such as integrating successful programs into everyday operations and ensuring funding for future growth.
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Key Metrics of Success:

- Reduction in overall crime rates (violent and property crimes)
- Increased public satisfaction and trust in the police department
- Increased officer morale and reduced turnover
- Enhanced community-policing efforts and engagement with marginalized groups
- Greater use of technology to improve service delivery and transparency
- Stronger collaboration with social services, local government, and schools

GOAL	TOPIC	DESCRIPTION	TIMELINE	PROPOSED COST
1	PD BUILDING	REPAIR/REMODEL/NEW	1-3 YRS	\$20MIL/\$15MIL/\$45MIL
2	TECHNOLOGY AND EQUIPMENT	NEW CAD AND RMS	CAD 2YRS	\$800K-\$1 MIL
3	RETENTION PROGRAM	INCREASE LONGIVITY PAY	2 YRS	\$500- \$1000 PER QUALIFIED SERVICE TIME
4	BODY CAMERAS	RENEW CONTRACT	3 YRS FROM NOW	\$100K PER YEAR
5	LICENSE PLATE READERS	IN CAR CAMERAS AND LICENSE PLATE READERS TO TIE WITH RTCC	5 YRS	\$150K PER YEAR
6	SPEED CAMERAS	3RD PARTY COMPANY/ SPEED MONITORING SYSTEM	1-2 YRS	\$100K PER YEAR
7	CITY WIDE/RPD WELLNESS AND SUPPORT CIVILIAN	CREATE NEW POSITION TO OFFER 24/7 SERVICES	3-4 YRS	\$60K SALARY PER YR
8	VEHICLES	OBTAIN FIVE VEHICLES PER YEAR TO INCLUDE OUTFITTING	2-5 YRS	\$375K-\$400K
9	REAL TIME CRIME CENTER	SOFTWARE MAINTENANCE AGREEMENT FOR WHEN CONTRACT ENDS	3-5 YRS	\$250K PER YR
10	LATERAL BONUS	DRAW IN OFFICERS WITH EXPERIENCE	OVER 5 YRS	\$10K PER YR/5 YR
11	RECRUITING BONUS	FOR EMPLOYED OFFICER REFERAL 5,000 OVER 1-5 YRS		\$1,000 PER YR