



LEADERSHIP PLAN

"Exemplary Service"

Created By:

The community of Palm Springs
and members of the PSPD.



MOTTO

"Exemplary Service"

MISSION

Deter crime and enhance quality of life through exemplary service.





After months of work and input from hundreds of community members, the Palm Springs Police Department has a Leadership Plan (LP). The plan is our roadmap to the future in Palm Springs and articulates the priorities of PSPD. We designed the Leadership Plan to guide our path forward and allow flexibility in how we get there. The LP empowers you, our officers, and our professional staff to resolve community problems as we provide exemplary service. The LP also helps the community see a reasonable path toward a better quality of life.

The Leadership Plan sets our crime-fighting priorities. The community was very consistent and clear during our neighborhood meetings. Citywide, the homeless behavioral and mental health issues are the most prominent public safety concern. People are frustrated and want action. But unfortunately, they fatigue in their compassion. We have rolled our sleeves and are ready to work with you to solve homeless issues. Still, PSPD has a moral obligation to solve gun violence and fatal traffic collisions. Both are far too high.

Palm Springs PD will publish our crime priorities and results periodically. We want you to be involved, whether it's suggestions for improvement or input on potential solutions. Good government is held accountable; here is a perfect spot to lend us your talents, hold us responsible and ensure you have the best policing possible.

Toward a brighter, more fulfilling future,

Andrew G. Mills
Chief of Police





VALUES

TEAMWORK

Encouraging innovation, shared ideas, and goals in partnership with the community.

RESPECT

Treating the community and each other with compassion and dignity.

ACCOUNTABILITY

Through transparency and broad communication with our community and one another, we hold ourselves to a standard of excellence.

INTEGRITY

Uncompromised conduct and unquestionable honesty, honor, and ethics.

COURAGE

Moral strength to persevere and withstand danger in the face of fear and uncertainty.



ORGANIZATIONAL PRIORITIES

Crime Control

To prevent, reduce and control crime for the betterment of Palm Springs

Employee Wellness

Improving the physical, mental and emotional well-being for resiliency and career longevity

Neighborhood Policing

A collaborative partnership between the community & PSPD to develop solutions to problems

Technology & Infrastructure

Identifying the technological framework to advance and support the organization

Operational Effectiveness

"Efficiency is doing things right. Effectiveness is doing the right things." - Peter Drucker

Leadership Development

Developing an inspirational culture which promotes recruitment and retention

"Exemplary Service"



Crime Control

Reduce crime and improve quality of life by applying a holistic governance approach to solving crime problems.

Prioritize problems identified by the community

- Gun Violence
- Theft
- Quality of Life Issues
- Hot-Spot Injury Collision Locations



Increase Proactive Enforcement

Introduce Problem-Oriented Policing

Maximize the use of Data and Technology

Broaden Community Education & Communication

Implement Crime Prevention Techniques

Neighborhood Policing

The alignment of organization management, personnel, and information systems to support community partnerships and proactive problem-solving efforts in a transparent manner.

Areas of Command

The city has been divided into three areas of command under the supervision of our patrol lieutenants. The goal is to improve our response to issues identified by community stakeholders.



Lt. Frank Browning
North Command



Lt. William Hutchinson
Central Command



Lt. Mike Villegas
South Command



Improve Collaboration with
Community Stakeholders

Improve Communication with
Community

Provide Transparent Crime
Data

Develop Community Advisory
Group

Increase Volunteerism

Operational Effectiveness

The maximization of resources to improve our work quality, personnel productivity, and the reduction of crime.

Assess Agency Operations

A staffing study will assist in determining modifications for efficiency.

- Staffing Modifications
- Training Plans
- Policy Review and Revision
- Technology Improvements

We will identify adequate staffing needs for the City of Palm Springs and determine alternate responses to sworn personnel.



Improve Internal Communication

Improve External Communication

Manage Calls for Service

Improve Report Writing
Functionality

Examine Alternate Methods of
Response

Employee Wellness

Policing is a difficult and stressful job. Studies have shown when officers' physical & mental health issues go unaddressed, job performance decreases & decision-making abilities are impaired.

Develop a model for career longevity

Physical fitness alone will not guarantee longevity. There are other aspects of wellness that should be met to help everyone throughout their career. A well-developed program could help mitigate the following issues:

- Anxiety, Depression, and PTSD
- Fatigue and Sleep Disorders
- Stress and Persistent Hypervigilance

We will establish a new culture, one where it's okay to ask for help.



Improve Occupational Wellness

Improve Physical Wellness

Improve Intellectual Wellness

Improve Emotional Wellness

Improve Spiritual Wellness

Improve Financial Wellness

Improve Resiliency

Technology & Infrastructure

We will make this a pleasant, safe, and effective place to work.

Assessment of current technology and needs

Through the improved use of technology, we must identify a way to accomplish the following goals.

- Reduce Crime and Disorder
- Improve our Solvability Rate
- Improve the Health of our Personnel
- Improve Public Trust
- Improve Effectiveness

We will increase our ability to prepare for, respond to, and recover from, incidents and events ranging from day-to-day emergencies to large-scale incidents.



Assemble a Task Force to Determine our Direction

Review and Prioritize Needs

Remedy Operational Problems

Prioritize and Rate Facility Needs

Assessment of Technological Needs and Acquisitions

Leadership Development

Our police organization's leadership development plan is self-investment and pre-planning for the future term, near and far.

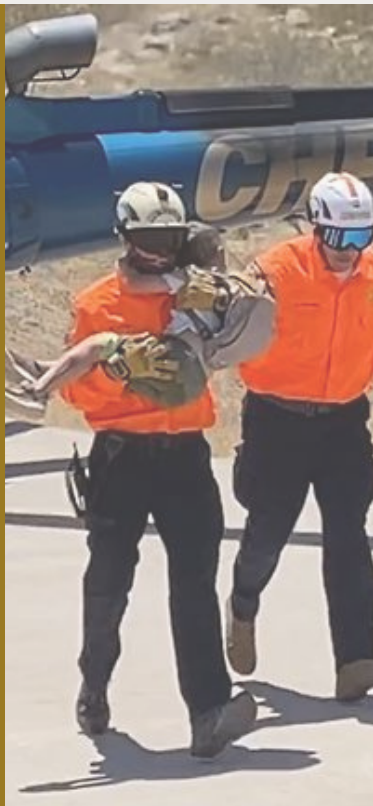
Develop tomorrow's leaders today

Leadership is found at every rank and position within the organization. We will focus on preparing our staff to deal with a variety of challenges through the following:

- Crisis Management
- Decentralized Command
- A Higher Level of Responsibility
- A Positive Organizational Culture

Our leadership plan will serve to maintain an organizational state of readiness for occurrences.

Creating an immediate or long-term need for positions to be filled by candidates who are ready as capable and effective leaders.



Identify Unique Talents in all Employees

Develop Talent to Succeed

Develop a Succession Plan

Assist with Goal Setting & Career Planning

Empower Leaders to Perform at the Highest Level