



**ALEAP  
Strategic  
Plan  
2022-2025**

**May 2022**

# Arizona Law Enforcement Accreditation Program

## Introduction

Accreditation is a progressive and time-proven method of assisting law enforcement agencies in measuring and improving their overall performance. The foundation of accreditation lies in the adoption of industry best-practice standards containing a clear statement of professional objectives.

The Arizona Law Enforcement Accreditation Program (ALEAP) was developed in 2017 as a program of the Arizona Association of Chiefs of Police. The purpose of the ALEAP program was to provide a state-level accreditation program that identified best practices for the safe, effective, efficient and non-discriminatory delivery of professional law enforcement services in the State of Arizona.

The ALEAP program was designed to be fiscally attainable for agencies of all sizes, while also serving as a roadmap for future opportunities available to each agency.

Understanding that accreditation is a voluntary program, ALEAP was not developed to be a panacea to problems agencies have with individual employees or situations, rather as a high-level assessment of the agency's policies and processes. These assessments are designed to assist the agency in developing policy, while gauging the effectiveness of their policies on service delivery. The standards developed by the ALEAP program do not reflect the maximum amount that can be done by an agency, nor should they be viewed as minimum standards.

Accreditation does not reflect that one law enforcement agency provides better law enforcement services to its community than that of a non-accredited agency. What it does reflect is that the accredited agency was carefully measured against an established set of standards and has met or exceeded accepted practices in law enforcement.

The behaviors, training and actions of personnel of Arizona's law enforcement agencies best reflect compliance with the standards contained in this program. Policies and procedures based on accreditation standards, will not ensure a crime-free environment for citizens, nor will it ensure an absence of litigation against law enforcement agencies and executives. However, effective and comprehensive leadership through professionally based policy development is directly influenced by a law enforcement program that is comprehensive, obtainable and based on standards that reflect professional service delivery as well as community expectations.



## ACKNOWLEDGEMENTS

The Arizona Law Enforcement Accreditation Commission (ALEAC) would like to acknowledge and thank the members of the AACOP working group and Program Review Committee, who by their tireless and extraordinary efforts, developed and amended the standards to be used to establish *Best Practices* for law enforcement agencies across the State of Arizona.

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Maricopa County Attorney's Office

**Chief Karl Auerbach**

Salt River Pima-Maricopa Indian Community

**Director Terry Azbill**

Arizona Department of Economic Security

**Chief John Bennett (ret.)**

Paradise Valley Police Department

**Chief Dan Brown (ret.)**

Winslow Police Department

**Chief Robert DeVries (ret.)**

Kingman Police Department

**Chief Dan Doyle**

Lake Havasu City Police Department

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Arizona Police Officer Standards and Training

**Chief Terry Rozema (ret.)**

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Arizona Association of Chiefs of Police

**Chief Pete Wingert**

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# Arizona Law Enforcement Accreditation Program Strategic Plan 2022-2025

## **Executive Summary**

The Strategic Plan for the Arizona Law Enforcement Accreditation Program (ALEAP) is mission-based and designed to focus the program's direction for the next three years. The plan is a map of activities and practices to be followed. Resource allocation, budgetary decisions and activity scheduling will be driven by this plan.

The Plan's focus is the ALEAP Commissions' customers. The Commission believes the Arizona-specific accreditation program delivers the promise of superior, professional law enforcement and communications organizations through promulgation of standards. In addition, the office has earned the reputation of providing outstanding customer service and will ensure sustaining or surpassing that reputation by achieving the goals outlined in this Plan.

In order to measure the Commissions' achievements, the Staff will utilize quantifiable instruments in the form of evaluations for: assessments by assessors, team leaders, and accreditation managers; overall process satisfaction by CEOs; and, training satisfaction by attendees to all Commission-sponsored training.

The Commission will continue their quest for the very best user-friendly technology available for use by the customer and assessment teams. Further, the training program will be enhanced and expanded through inclusion of non-staff trainers, and development of new classes when required.

The Commission believes that by pursuing all of the goals in the strategic plan with vigor and excellence, the Arizona Law Enforcement Accreditation Program will meet or surpass its expectation in growth and quality of service to its clients and be a model program for other states through its association in AccredNet.

## **Mission**

*It is the Mission of the Arizona Law Enforcement Accreditation Program to ensure compliance with established standards, which represent current and professional industry-best-practices in the safe, effective, efficient and non-discriminatory delivery of law enforcement services in the State of Arizona.*

## **Vision**

It is the vision of the Arizona Law Enforcement Accreditation Program to have every eligible criminal justice agency in Arizona state accredited, maintaining their accredited status as a continued goal.

## **Vision Statement**

***“Recognizing Professional Excellence”***

## Strengths, Weaknesses, Opportunities & Threats (SWOT Analysis)

The Arizona Law Enforcement Accreditation Program (ALEAP) currently consists of 46 member agencies representing municipal, Tribal and Campus law enforcement agencies. The program Manager is responsible for all management and oversight of the program, program budgets and Assessors, while the ALEAP Commission has responsibility for oversight of the program.

In summary, the ALEAP program provides an outstanding level of service based on its partnerships with key stakeholders and the volunteer spirit of its Commission and Assessors. The program must maintain its high level of expectations in order to combat some of the inherent weaknesses of all law enforcement accreditation programs.





## GOAL 1: Program Development

The ALEAP Program has experienced year-over-year growth since its inception in 2018. The program has matured to the point, where expansion of accreditation offerings are being called for by internal and external stakeholders, while continuing to grow the law enforcement program.

**Objective 1:** Increase the number of accredited agencies in the State of Arizona by 10%

**Action Item 1.1.1:** Contact CEO's of agencies not in the program to encourage their participation.

**Action Item 1.1.2:** Continue progress of grant from DOJ COPS Office on "Supporting Tribal Agency Accreditation" by getting three (3) additional Tribal agencies in the program.

**Action Item 1.1.3:** Outreach to regional Chief's Associations to speak at their meetings in an effort to recruit additional agencies.

**Objective 2:** Develop new program offerings in order to grow the program for the future.

**Action Item 1.2.1:** Development and rollout of Communications Center Accreditation Program (ACCAP) in collaboration with the ALEAP Communications Center working group.

**Action Item 1.2.2:** Development and rollout of Accredited Chief/Command Executive Program (ACE) in collaboration with Arizona POST.

**Action Item 1.2.3:** Begin initial investigations into a Corrections Center Accreditation Program in collaboration with the Arizona Sheriff's Association.





## GOAL 2: Develop/Enhance Training Opportunities

Training represents an opportunity for Accreditation Manager and Assessors to grow their knowledge base and improve their skills to become more effective in their chosen workplace. Training is also a critical component to subscribing to a set of industry-best-practices as identified by the ALEAP program.

**Objective 1:** Implement quality practitioner-based training through the development of on-line and in-person opportunities as measured by the number of students who successfully complete training.

**Action Item 2.1.1:** Develop a cadre of Accreditation Managers, Assessors and Team leaders that will co-instruct with ALEAP staff.

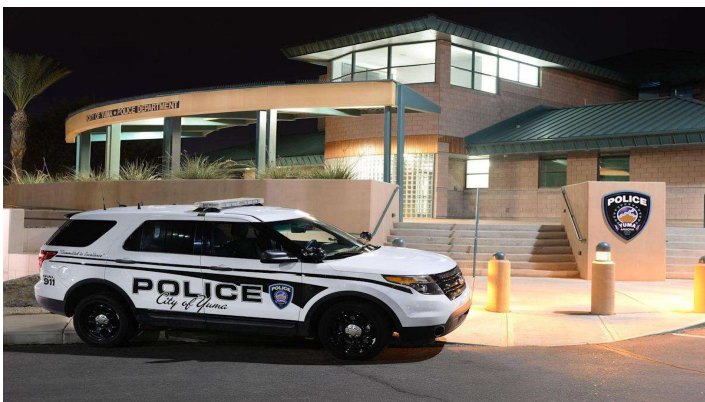
**Action Item 2.1.2:** Conduct an annual review of all training materials to ensure accuracy and consistency.

**Action Item 2.1.3:** Coordinate with ALEAP-PAC and Conference Committee to ensure all Arizona related accreditation training presented at the annual Arizona Accreditation Conference is consistent with all Commission programs.

**Objective 2:** Enhance communications of training opportunities for all Arizona Law Enforcement personnel (sworn and professional)

**Action Item 2.2.1:** Develop website to post all training opportunities across Arizona, partnering with private training vendors and Arizona POST.

**Action Item 2.2.2:** Maximize use of the ALEAP website and mobile app to post training opportunities.







## GOAL 3: Stakeholder Collaboration & Communication

Further our outreach efforts with both internal and external stakeholders to ensure a consistent and timely message is being delivered and creating additional opportunities for positive and meaningful interactions between Commissioners, Assessors, CEO's, Accreditation Managers and ALEAP staff.

**Objective 1:** Enhance Communications with ALEAP member agencies and key stakeholders

**Action Item 3.1.1:** Continue to promote brand recognition through development of an on-line and print magazine for AACOP with focus on ALEAP.

**Action Item 3.1.2:** Update marketing materials, promotional products, and accreditation materials on an annual basis.

**Action Item 3.1.3:** Continue to brief AMRRP Board of Directors on progress of the program and secure funding for the program.

**Objective 2:**

**Action Item 3.2.1:** Work with newly creates ALEAP-PAC to find areas in which we can collaborate on future outreach efforts to agencies not currently in the program,

**Action Item 3.2.2:** Outreach to TV and print media about the benefits of accreditation and dispel some erroneous perceptions of law enforcement accreditation.





## GOAL 4: Administrative Capacity for Future Growth

The Arizona Law Enforcement Accreditation Program has experienced amazing growth since inception in 2018, to the point in which additional administrative assistance is required. New accreditation offerings and enrolling additional agencies require additional staffing for continued growth.

**Objective 1:** Leverage partnerships to create full-time Accreditation Specialist position

**Action Item 4.1.1:** Create Accreditation Specialist position to assist with annual check of agency files, development of magazine and other communications as identified in 3.1.1 and 3.1.2.

**Action Item 4.1.2:** Contract with content creator to develop quarterly training for ACE program.

**Action Item 4.1.3:** Leverage partnerships and sponsorships to fiscally sustain Accreditation Specialist position and ensure it is budget neutral.

**Objective 2:** Deliver outstanding customer service as measured by quantifiable surveys

**Action Item 4.2.1:** Provide agencies with outstanding customer service to facilitate successful accreditation/reaccreditation utilizing technology in order to streamline the process.

**Action Item 4.2.2:** Utilize a quantifiable instrument in the form of an on-line evaluation to measure agency satisfaction. These evaluations will be available to the respective Accreditation Managers, the assessment team members, and the agency CEO after each formal assessment.

**Action Item 4.2.3:** Evaluation forms and format will be evaluated for effectiveness at least annually, and revised as necessary.



## Conclusion

The Arizona Law Enforcement Accreditation Program Commission would like to thank your partners for their assistance in developing, enhancing and sustaining the ALEAP program.

This Strategic Plan represents a critical step in ensuring the future of the organization and advancing law enforcement through the use of industry-best-practices. This document will serve the Commission and program managers as a roadmap for future development of the program. Staff will investigate all available funding options available to support these action items.

Without the generous support of our partners, the program could not exist. Thank you to:

**Arizona Association of Chiefs of Police**  
**Arizona Police Officer Standards and Training**  
**AccredNet**

**Arizona Municipal Risk Retention Pool**  
**League of Arizona Cities and Towns**  
**United States Department of Justice – COPS Office**

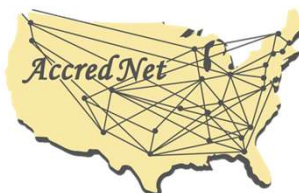
### 2022 AACOP Executive Board

President – Chief Rich Jessup, San Luis Police Department  
1<sup>st</sup> Vice President – Chief Pete Wingert, Paradise Valley Police Department  
2<sup>nd</sup> Vice President – Chief Lance Spivey, St. John’s police Department  
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Immediate Past President – Chief Michael Soelberg, Gilbert Police Department  
Ad Hoc retired Member – Chief Tom Kelly (ret.), Apache Junction Police Department  
Executive Director – Roxie Heussner

### 2022 ALEAP Commission

Commission Chair Pete Wingert – Chief of Police, Paradise Valley Police Department  
Commission Vice-Chair Susan Smith – Chief of Police, Yuma Police Department  
Commissioner Tom Belshe – Executive Director, League of Arizona Cities & Towns  
Commissioner David Clouse – Sheriff, Navajo County Sheriff’s Office  
Commissioner Jim Jellison – Attorney, AMRRP  
Commissioner Rich Jessup – Chief of Police, San Luis Police Department  
Commissioner Mike Orose – Compliance Director, Arizona POST  
Commissioner Kevin Robinson – Professor, Arizona State University  
Commissioner Dr. Jim Thompson – City Manager, City of Scottsdale

*“Innovation and best practices can be sown throughout an organization - but only when they fall on fertile ground.” – Marcus Buckingham*



### **Limitation of Liability**

The Arizona Association of Chiefs of Police (AACOP) makes no warranty, expressed or implied, for the benefit of any person or entity with regard to any aspect of the accreditation standards included herein. These standards were developed by professional law enforcement officials and practitioners and adopted for sole use by AACOP for the exclusive purpose of providing Arizona law enforcement agencies with the industry recognized “Best Practices” of professional law enforcement and as a basis of determining compliance with these practices as part of the Arizona Law Enforcement Accreditation Program (ALEAP). There are no third-party beneficiaries, either expressed or implied. These standards shall in no way be construed to be an individual act of any member, director, employee, agent, individual or other legal entity associated with AACOP or otherwise construed so as to create any personal liability of any member, director, employee, agent, individual or legal entity associated with AACOP.



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