



# Strategic

# Program Management

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**Sergeant**

**Daren Wunderle**

**Detective**

**Seth Zacharias**

**Phoenix Police Department**

**Inspections Unit**

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# Sergeant Daren Wunderle

- Computer Science Degree
  - 19 Years – Phoenix Police Department
  - 8 Years – Professional Standards Bureau
  - 2 Years – City Mgr's Lean Six Sigma Team
  - 2 Years – Phoenix Health Care Task Force
  - 2 Years – AZ PSPRS DC Committee
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# Detective Seth Zacharias

## Pre-PD:

USMC & US Navy – 8 years

Starbucks Coffee Company – 5 years

Bachelor Degree in Law Enforcement Administration

Masters Degree in Organizational & Interpersonal  
Leadership

10 Years Phoenix Police Department

- 6 Years – Patrol
- 18 months – Chief's Office Quality Assurance & Policy Unit
- 2+ Years – PSB-Inspections



# Programs & Initiatives

- Officer-Involved Shooting Study / ASU
  - Critical Incidents Dashboard Project
  - Presidential Visit After Action Report
  - Strategic Sourcing & Procurement
  - Public Safety Public Records Requests
  - Arrest To Court Initiative
  - City HCTF Enrollments, DEVA, & RFPs
  - New AZ 401(a), Education Campaign
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# Objectives

- Definitions & Terms
- Project Selection & Prioritization
- Starting a Project
- Administration (Tracking & Reporting)
- Continuous Improvement



# Definitions & Terms



# Definitions & Terms

- Strategic Plan
  - Programs, Initiatives & Campaigns
  - Projects
  - Strategic Level
  - Tactical Level
  - Continuous Improvement
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**Strategic Plan:** Describes a future state your agency is looking to achieve through synchronized Programs, Initiatives, and Campaigns.

**Programs, Initiatives, & Campaigns:** Are investments in resources, dedicated to accomplish an organizational objective through coordinated Projects.

**Project:** A temporary endeavor undertaken to create a product, service, or result.



**Strategic Level:** Focus is on planning, why & when, the big picture

**Tactical Level:** Focus is on implementation, where & how, detailed view from the ground

**Continuous Improvement:** Ongoing effort to improve services or processes.



Strategic Plan

Strategic Levels

Programs

Initiatives

Project

Project

Project

Project

Task

Task

Task

Task

Task

Task

Task

Task

Tactical Levels



# Does You Have a Strategic Plan

# PPD Strategic Plan

## Phoenix Police Department Strategic Plan

2017-2019

### Table of Contents

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# PPD Strategic Plan



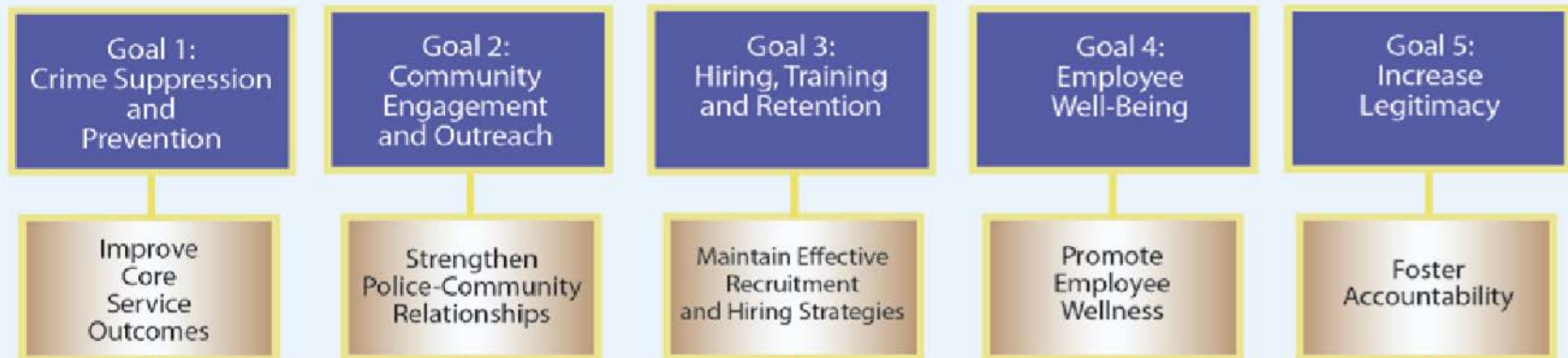
## Phoenix Police Department Strategy Map 2017-2019

### Mission Statement

To serve, protect and reduce crime in Phoenix while treating everyone with dignity and respect.

### Vision Statement

It is the vision of the Phoenix Police Department to deliver exceptional police service; to work collaboratively with our community and our employees as a unified team to foster the highest level of trust and safety; and to value, support and invest in our employees.





# Practical Examples of Strategic vs Tactical Levels



# Building Headquarters

## Strategic vs Tactical

### Strategic Level Decisions

- ***Budget***
- ***Location***
- ***Style***
- ***Size***



# Building Headquarters Strategic vs Tactical

## Tactical Level Steps



- ***Foundation***
- ***Framing***
- ***Plumbing***
- ***Electrical***
- ***Insulation***



# Project Selection & Prioritization

# Project Selection & Prioritization

- Impact vs Effort Prioritization Grid
- Factors to Consider
- Risk Assessment



# How Do You Prioritize?

New CAD System

*Building a Pool*

Install RMS

Use of Force  
Project

Implement IAPRO

Audits

Decrease Budget by 10%

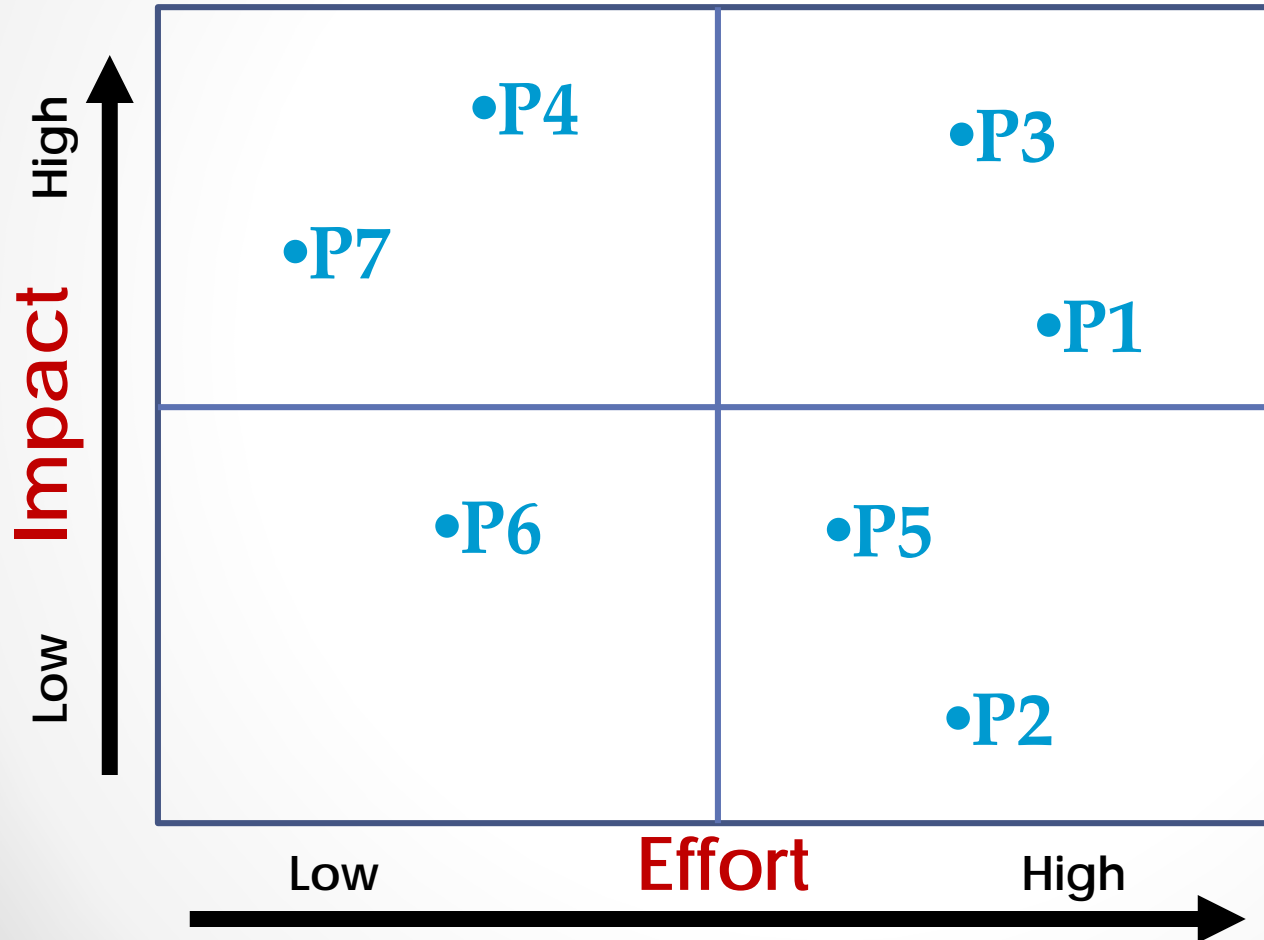
Early Intervention System

Plan for Retirement \$\$

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# Selection & Prioritizing

## Impact vs Effort Prioritization Grid





# Factors to Consider

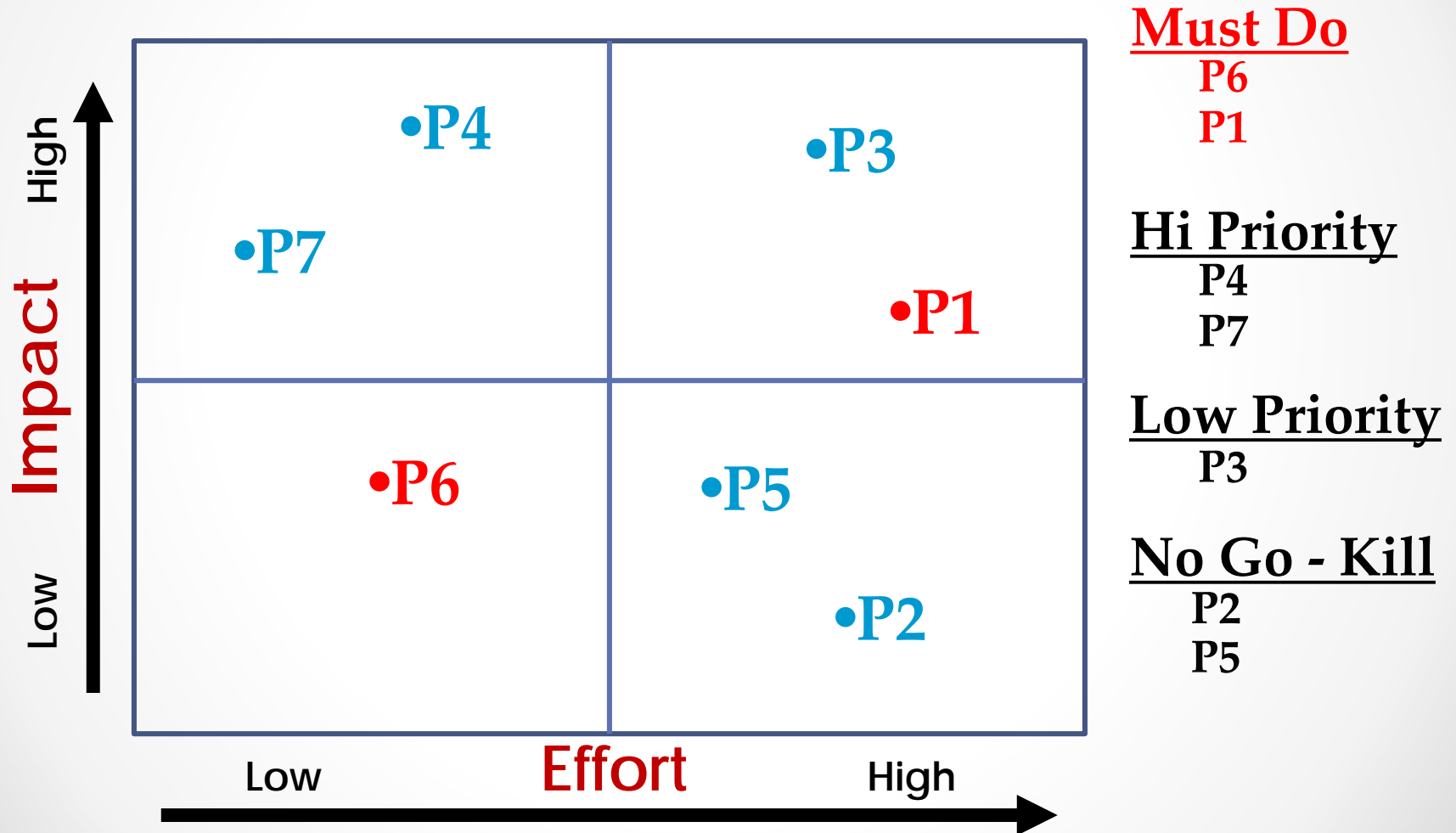
- **Must Do project?**
  - ***Aligned with strategic plan objectives?***
  - ***Complexity?***
  - ***Team abilities, skillsets, and experience?***
  - ***Cost?***
  - ***Time to complete?***
  - ***Staffing?***
  - ***Political ramifications?***
- 
-



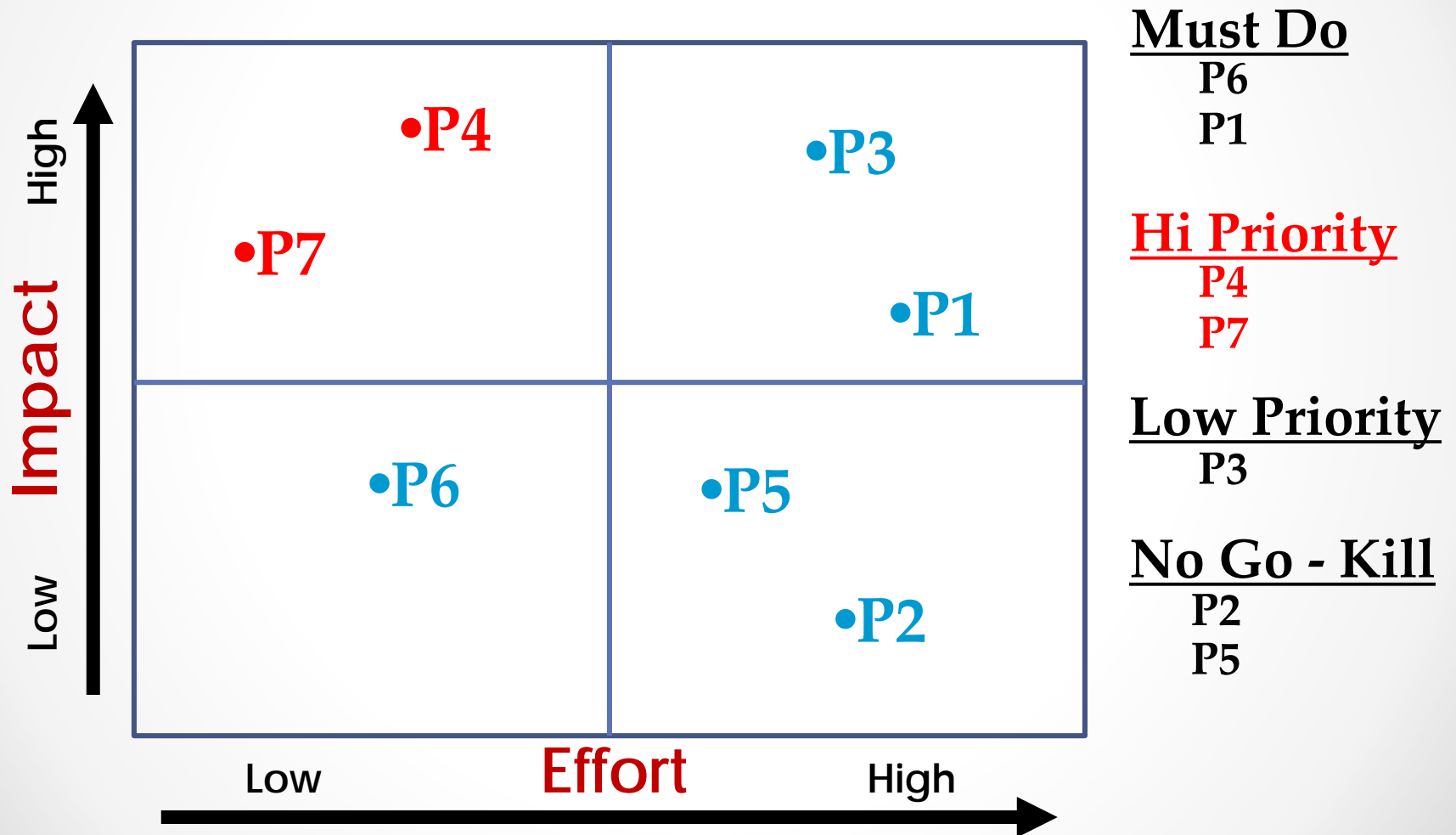
# Factors to Consider

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  - ***Political ramifications?***
- 
-

# Selection & Prioritizing

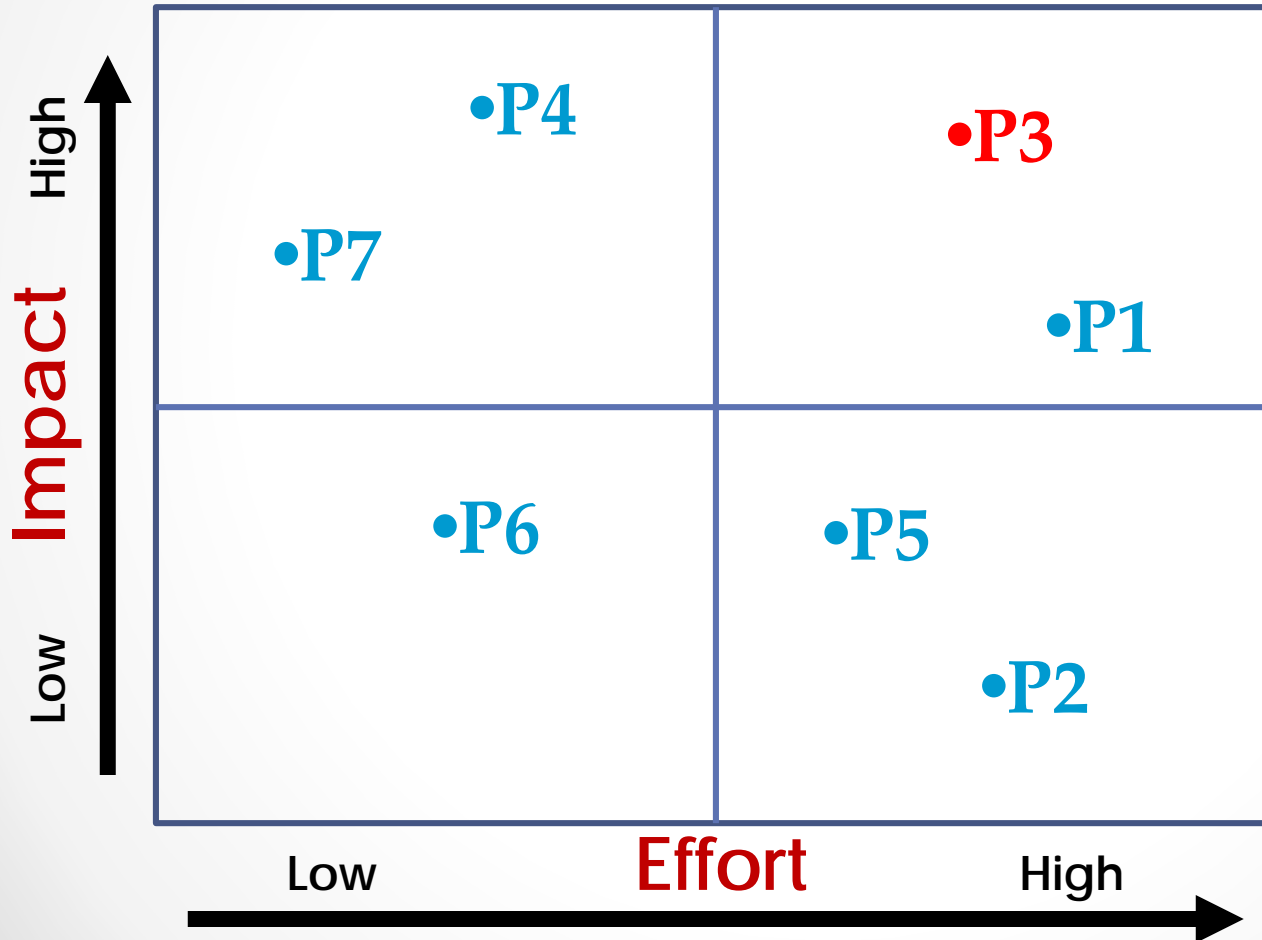


# Selection & Prioritizing





# Selection & Prioritizing



## Must Do

P6

P1

## Hi Priority

P4

P7

## Low Priority

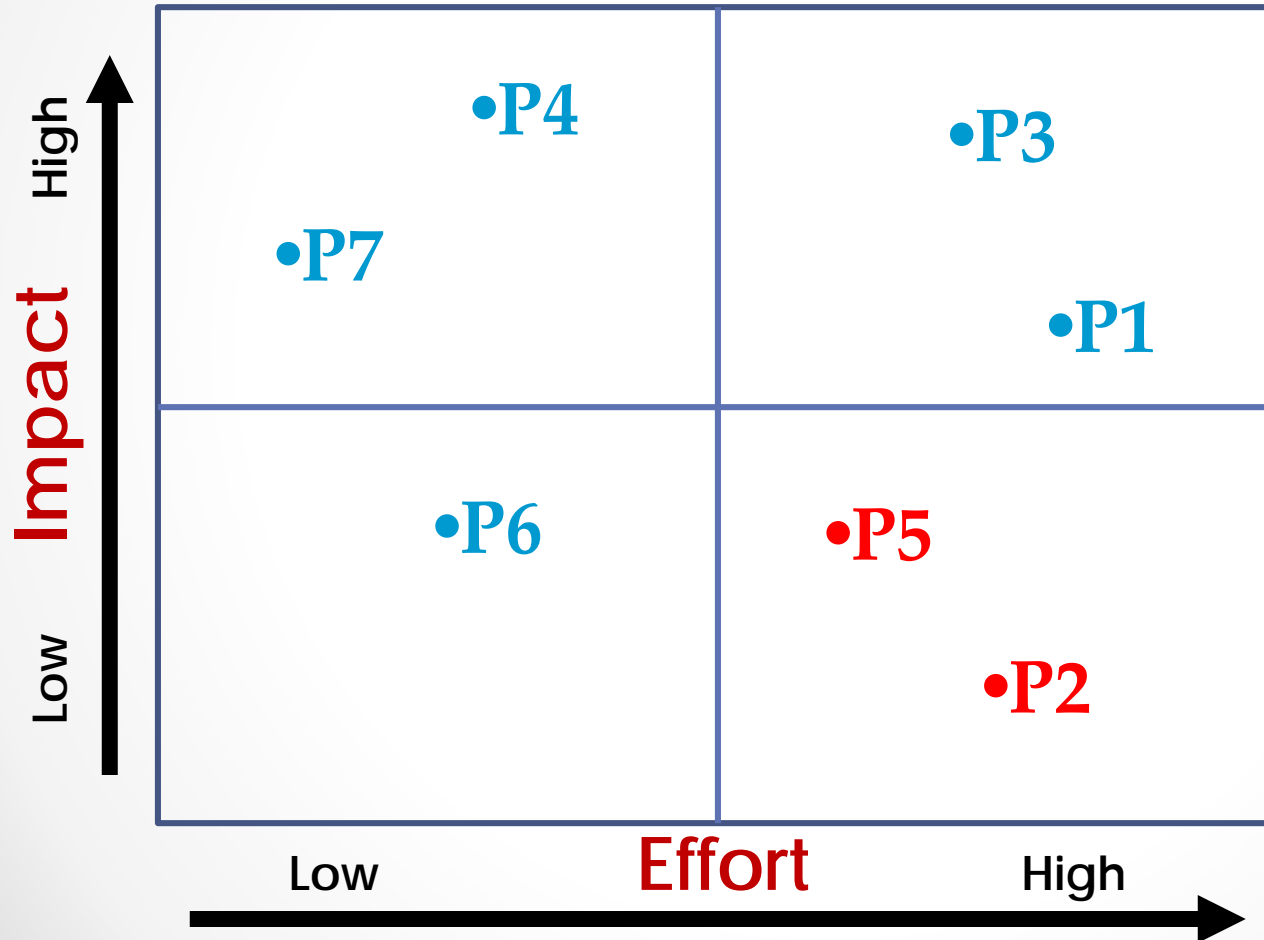
P3

## No Go - Kill

P2

P5

# Selection & Prioritizing



## Must Do

P6

P1

## Hi Priority

P4

P7

## Low Priority

P3

## No Go - Kill

P2

P5

# Selection & Prioritization

## Risk Assessments

<i>SOURCE OF RISK</i>	<b>LIKELIHOOD OF OCCURRENCE</b>	<b>IMPACT OF OCCURRENCE</b>	<b>TOTAL RISK RATING</b>
	(H = High M = Medium L = Low)		
<b>Assessment Projects</b>			
1. Officer-Involved Shooting	<b>H</b>	<b>H</b>	<b>H/H</b>
2. Use of Force - Non Lethal	<b>H</b>	<b>M</b>	<b>H/M</b>
3. Community Trust & Engagement	<b>M</b>	<b>H</b>	<b>M/H</b>
4. Supervisor Training	<b>M</b>	<b>M</b>	<b>M/M</b>
5. Hiring Practices	<b>L</b>	<b>H</b>	<b>L/H</b>
6. Gun Property Audit	<b>L</b>	<b>M</b>	<b>L/M</b>

# Starting a Project

# Phases of a Project

1. Initiation – Worth completing?
2. Planning – Up to 80% of effort
3. Execution – Allocating resources
4. Monitoring & Control
5. Closure

What's the most important phase?



# Most Important Phase

1. Initiation – Worth completing?
  2. Planning – Up to 80% of effort
  3. Execution – Allocating resources
  4. Monitoring & Control
  5. Closure
- 
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# Starting A Project

## Project Plan or Project Charter

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- Background, Problem, or Opportunity
- Scope of Project
- Methodology
- Timeline
- Team & Level of Collaboration
- Resources Needed \$\$
- **Get It SIGNED by Leadership**



# Project Plan Example



## City of Phoenix

**To:** John Smith, Commander  
Professional Standards Bureau

**Date:** May 17, 2017

**From:** Mike Giammarino, Lieutenant  
Professional Standards Bureau

**Subject:** TACTICAL REVIEW COMMITTEE NON-AUDIT REPORT, NAR17-0022

### Background

The Professional Standards Bureau (PSB) Commander, John Smith, requested the PSB Inspections Unit conduct a review of the Tactical Review Committee (TRC) and TRC Subcommittee. The request was made following several recent staffing changes throughout the Police Department. The TRC and TRC Subcommittee are responsible for the following:

- Conducts reviews of critical use of force incidents to identify any related training needs.
- Determines if the training needs are sufficient to justify immediate intervention.
- Determines how training will be disseminated (ENS, module, training video).
- Determines the level of dissemination (individual, squad, Department-wide).
- Suggests policy amendments.
- Provides a semi-annual report of lethal force activity to the executive staff by memorandum, to include:



# Project Plan Example

## Scope

- Identify emerging trends and best practices relating to critical use of force incident reviews.
- Current TRC policy
- TRC structure, members, and their responsibilities
- TRC reporting and documentation

## Methodology

- Review recent Department of Justice studies and reports, to include Collaborative Reforms and Technical Assistance documents.
- Interview subject matter experts in other jurisdictions to include those participating in Collaborative Reforms.
- Interview TRC members and stakeholders

## Non-Audit Staffing

1 PSB Inspections Lieutenant  
1 PSB Investigations Lieutenant  
2 PSB Inspections Sergeants

# Project Charter Example

<b>Project Name:</b>	<b>Arrest to Court</b>	<b>Location:</b>	<b>PMC Innovation Studio 2<sup>nd</sup> Floor</b>		
<b>1. Problem Statement:</b>		<b>2. Business Case</b>			
<p>What is wrong, when / where does this problem occur, how big is the problem, impact of the problem?</p> <p>Inefficiencies of docket process – 3 runs per day to PMC            Costs incurred booking all prisoners at MCSO=7-8 million/year            Takes almost 5 hours to get one prisoner booked (officers out of service)            RMS pre-booking procedures generate too many errors            Video IA requirements too strict / IA hours too limited            60-70% of bookings are misdemeanors that could be handled at city court with extended hours</p>		<p>Why is the project important to do and how does it align with the CoPs organizational strategy? What is the urgency in doing this now? What impact will the improvements have on the CoP?</p> <p>The Department has for many years looked to achieve efficiencies in the booking process. With over 7M spent on bookings we need to find efficiencies. A pilot was held and showed success that we can now move forward with to define what the improved future state should look like. We want to act on the results of the pilot as soon as possible.</p>			
<b>3. Project Scope:</b>		<b>4 Goals:</b>			
<b>IN</b>		<ol style="list-style-type: none"> <li>1. Create an efficient booking process</li> <li>2. Release Officers back on the street 50% faster</li> <li>3. Minimize use of MCSO jail</li> <li>4. Reduce overall time to complete the process (for civilians and offers respectively) by 30-50%</li> <li>5. Expand Video IA Charges and Hours</li> <li>6. Reduce repeat offenders booked</li> <li>7. Alternatives to booking</li> <li>8. Enhanced street screening</li> </ol>			
<p>Defines the boundaries, constraints and resources available to the team. What can the team improve during the improvement project? What is ok to work on?</p> <ol style="list-style-type: none"> <li>1. Adding court sessions</li> <li>2. Reducing MCSO from process</li> <li>3. Wagon process</li> <li>4. Civilianization</li> <li>5. RMS</li> <li>6. Other technology solutions and integration</li> <li>7. Arrest Criteria</li> <li>8. Additional Dockets</li> </ol>					
				<b>Expected Direct Benefits: (savings)</b>	<b>Target</b>
				<b>Reduction in Overtime</b>	
				<b>Expected Indirect Benefits: (time saved in Booking Process)</b>	<b>Target</b>
<b>OUT</b>		<b>Total</b>			
<p>What is not ok to work on during the improvement project. What cannot be changed? Due to mandates or legislation it has to be left untouched.</p>		<p><b>Team:</b>  <b>Team Champion/Sponsor: Asst. Chief Michael Kurtenbach</b>  <b>Team Leader: Commander Carnicle</b>  <b>Facilitator: Jo Caldwell, Dave Albertson, Daren Wunderle</b>  <b>Team Members: Jennifer Francl. Sarah Carroll. Larrv Medina. Robin</b></p>			

# Starting a Project

## Project Complexity Study

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### Accurately Quantify

- Skills & Abilities Needed
- Teams current skills & abilities

### Options

- Hire, Train, or Acquire staff
- Consultants





# Skills Assessment Matrix

## Employee or Team

<b>Skill Set</b>	<b>Experience (1-50)</b>	<b>Expertise (1-50)</b>	<b>Total (1-100)</b>
Program, Campaign, Initiative Management	43	42	85
Project Management	35	42	77
Strategic Planning	48	14	62
Leadership	41	12	53
Contract Writing & Negotiations	32	23	55
Relationship Building	45	34	79
Adaptability	32	45	77

# Lessons Learned

- Go to the Gemba
  - Direct Observation !!
  - Get Involved
  - Meet People
- Socialize the Project
  - Coffee Talks





# Elevator Speech - Commercial

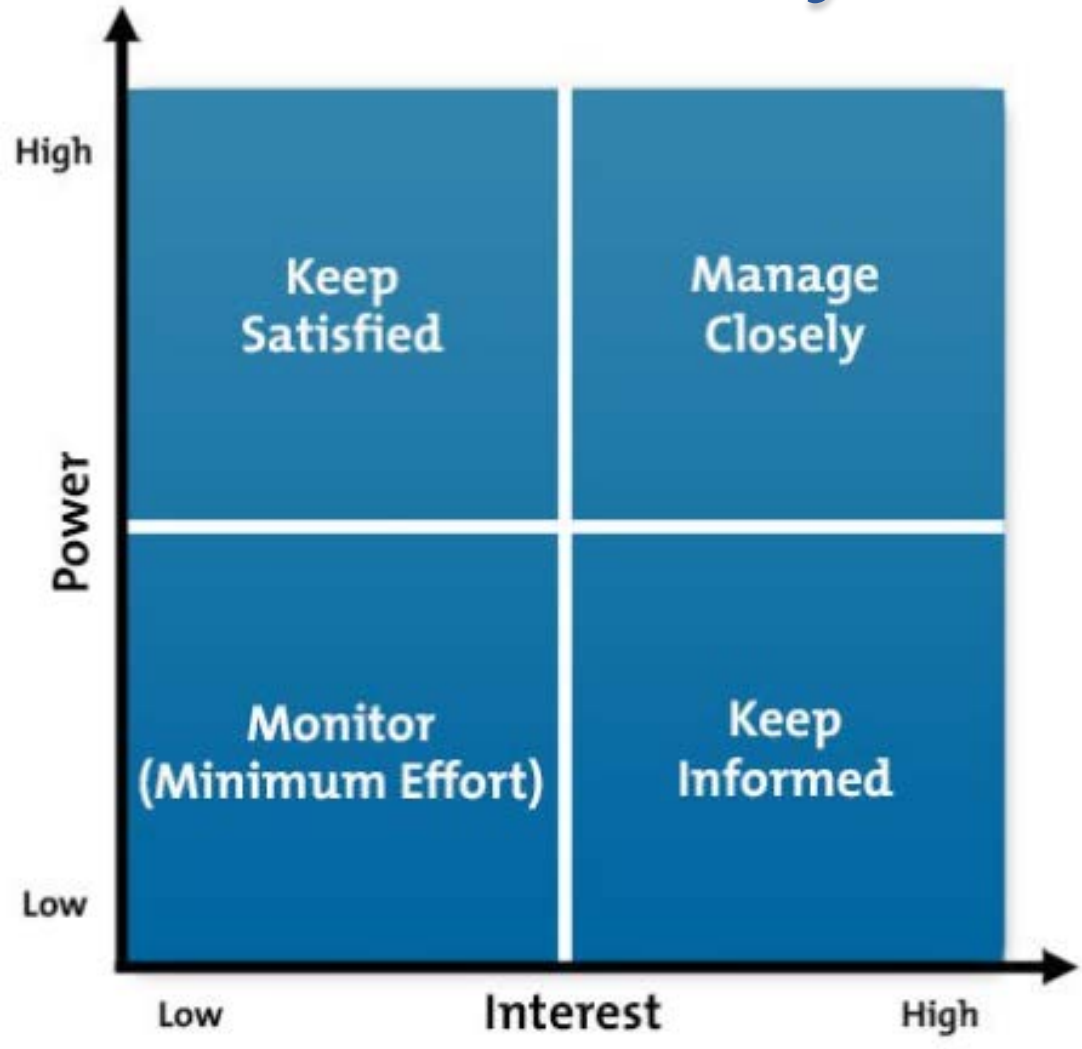
## WHY in 30 Seconds to Chief/President

1. What is the Project
2. Why are we doing this?
3. What do you expect from the Chief or President?
4. What's in it for the Chief or President?



# What is Stakeholder Analysis?

- Identify Stakeholders
- Prioritize Stakeholders
- Understand Perspectives



# What is Stakeholder Analysis?

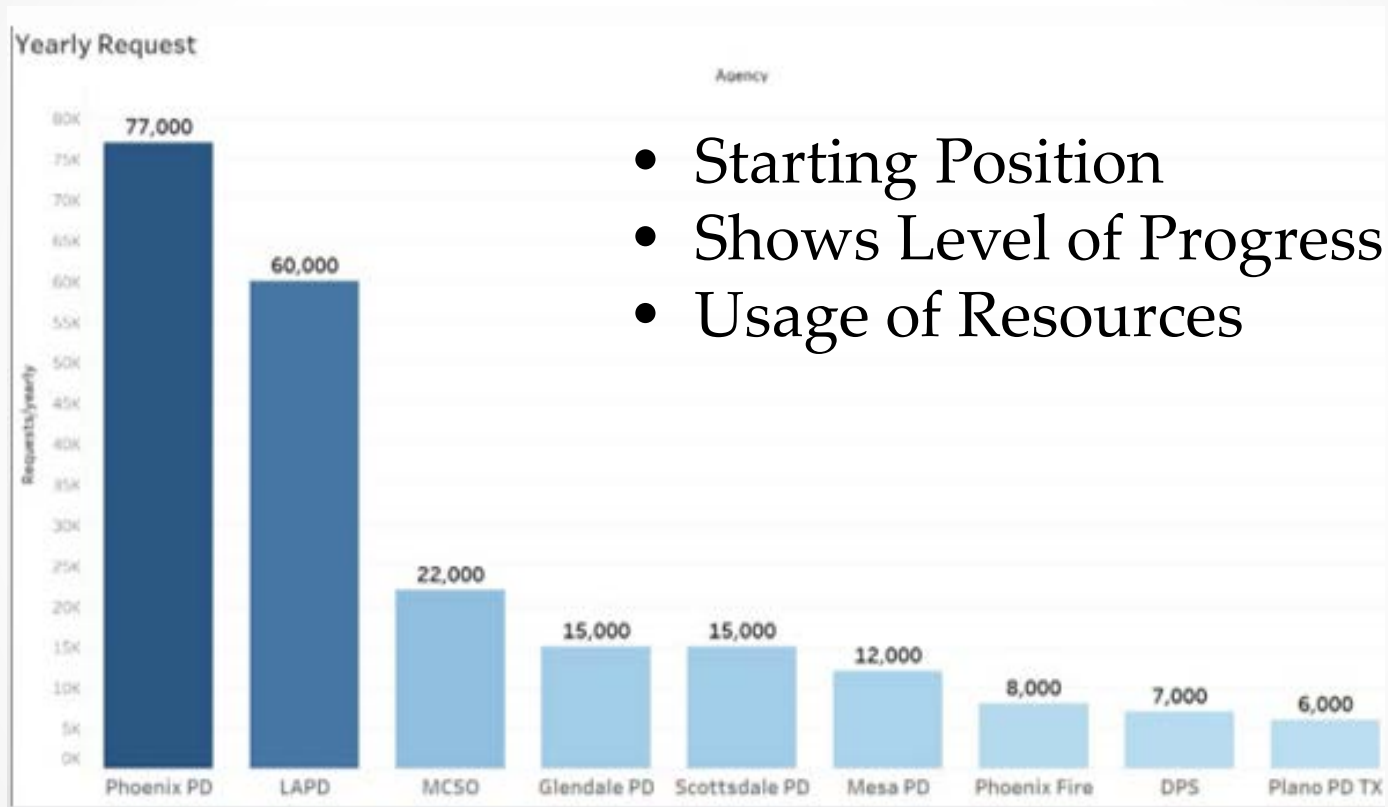
Stakeholder Name	Strongly Against -2	Moderately Against -1	Neutral 0	Moderately Supportive +1	Strongly Supportive +2
City Council			X	→	o
Media	X	→			o
Victim requestors	X	→			o
Other requestors	X	→			o
Record Custodians	X	→			o
Employees	X	→			o
Law Offices	X	→			o
Other PD Agencies			X	→	o
Executive City Leadership	X	→			o
Department Managers	X	→			o
Other cities			X	→	o
Other state agencies	X	→			o
Public Information Officer	X	→			o
City Prosecutor		X	→		

**X = Current State**

**O = Future / Ideal State**



# Why Benchmark??



- Starting Position
- Shows Level of Progress
- Usage of Resources

Benchmarking [Total Requests]

# Project Administration Tracking & Reporting

# Project Tracking & Reporting

- **Tracking**
  - ✓ Depends on Scale of the Project
  - ✓ Progress Notes – Microsoft Word
  - ✓ Gantt Charts – Concept Draw Office
- **Reporting & Status Updates**
  - ✓ Standing Meetings
  - ✓ Email
  - ✓ Dashboards



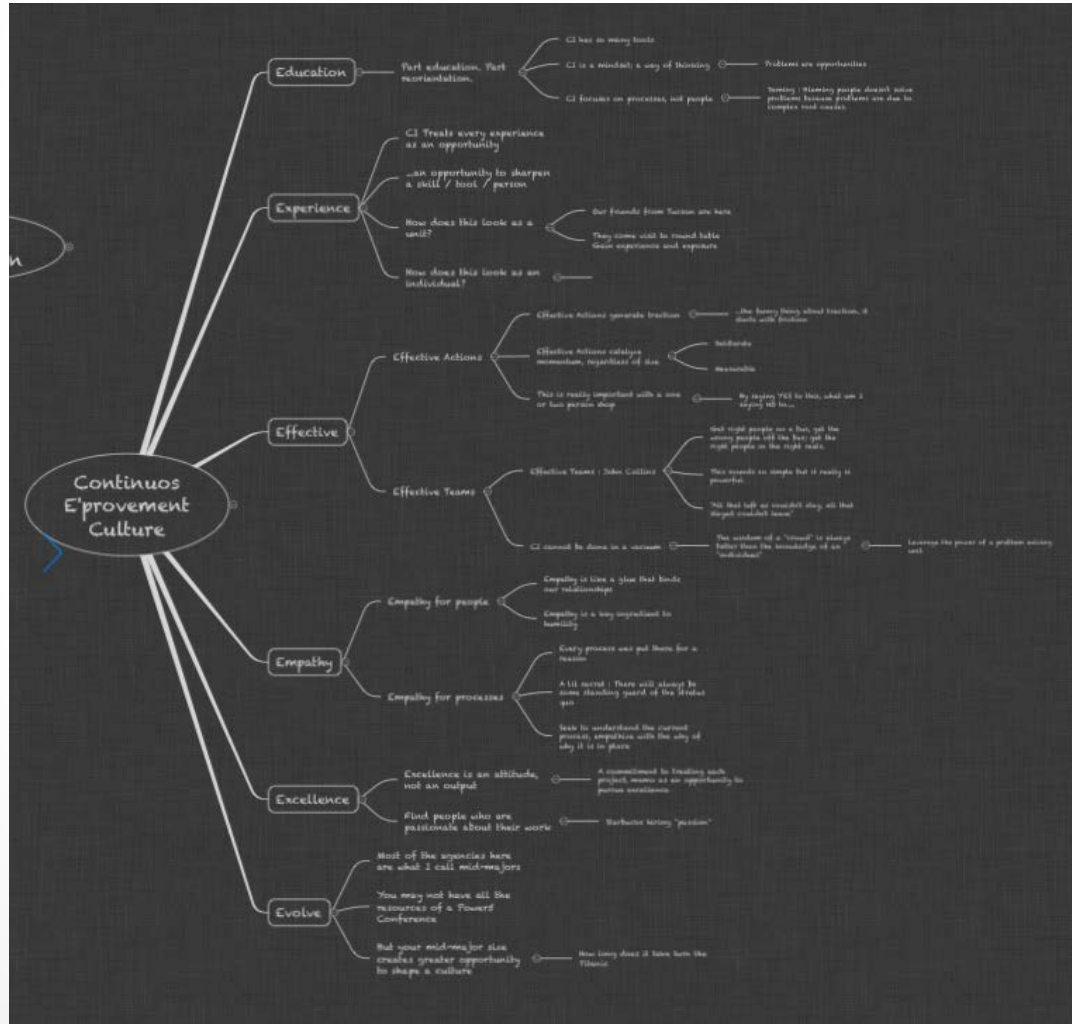


# Arrest-to-Court Monthly Summaries



# Project Tracking & Reporting

## PM Software

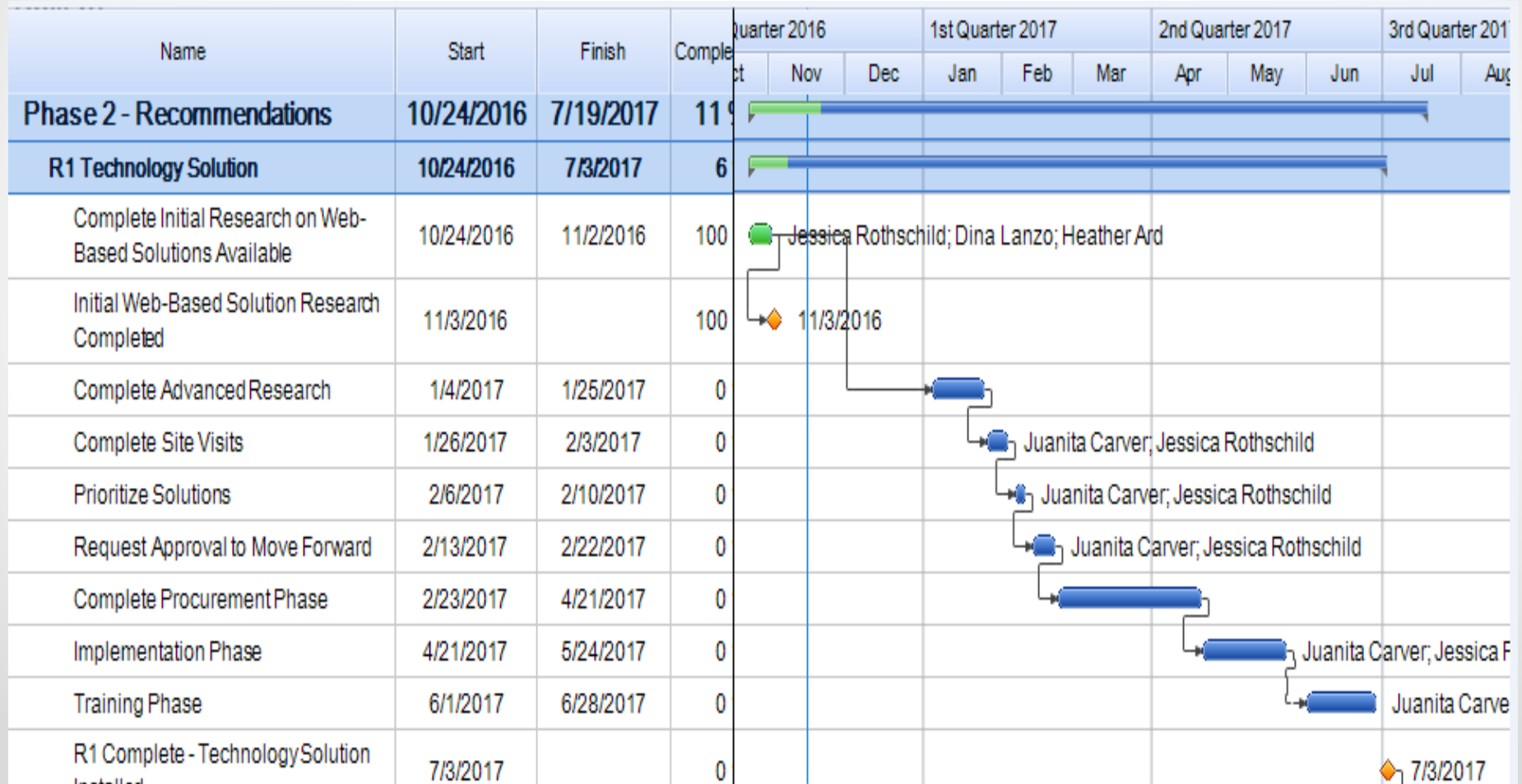






# Project Tracking & Reporting

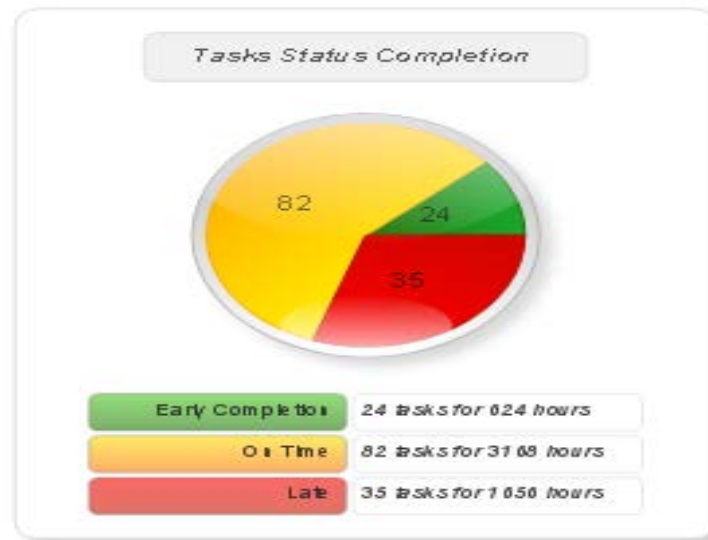
## Gantt Chart Example





# Project Tracking & Reporting

## Dashboards



CI has a long history

CI is ongoing improvement of products,  
services or processes through  
incremental and breakthrough  
improvements

# Continuous Improvement

# Continuous E'provement Lessons Learned

Education

Empathy

Experience

Excellence

Effective



# Education

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Kaizen Event

*5 Whys*

Swim Lane Mapping

Lead Time vs Process Time

5s

Root Cause Analysis

Plan – Do – Study – Adjust

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# Experience

Every experience is an opportunity

How does this look as a unit?



# Experience + Expertise

<b>Skill Set</b>	<b>Experience (1-50)</b>	<b>Expertise (1-50)</b>	<b>Total (1-100)</b>
Program, Campaign, Initiative Management	43	42	85
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# Effective

## Effective *Actions*

Effective Actions generate *traction*

Effective Actions catalyze momentum, regardless of size

- This is really important with a one or two person shop

## Effective *Teams*

John Collins, *Good to Great*, 'First Who, Then What'

*Get the right people on the bus, the right people in the right seats*

- Leverage the power of a problem solving unit
- 
- 



# Empathy

## Empathy for *people*

Steven Covey on empathy and improvement

*When you show deep empathy towards people, their defensive energy goes down, and positive energy replaces it. That's when you can get more creative in solving problems.*

## Empathy for *processes*

Every process was put there for a reason

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# Excellence

## Excellence is an attitude, not an output

A commitment to treating each project, memo as an opportunity to pursue excellence and gain experience

## Find people who are passionate about their current work

- Arrest-to-Court Monthly Summaries

Questions?

A black marker is shown drawing a curved underline under the word "Questions?". The marker is positioned at the bottom right of the frame, with its tip pointing towards the end of the underline. The word "Questions?" is written in a cursive, handwritten style on lined paper. The underline is a single, smooth, curved line that spans the width of the word.

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