

Maplewood Police Department Strategic Plan 2018



Strategies and Action Plan

Mission Statement

The Maplewood Police Department, in partnership with its citizens, will work to solve problems relating to crime and the fear of crime, with an emphasis on meeting community needs.

Excellence Through Service

Strategy 1: Implement problem oriented policing strategies through collection and analysis of data on patterns of crime and disorder for the purpose of focusing crime reduction efforts.

Objective: Continue to utilize best practices for targeting crime, disorder, violent offenders, and crime locations/zones and people.

Action Steps	Person Responsible	Action Status	Target Date(s)
<p>Crime Mapping and Statistics</p> <p>Intelligence gathering and dissemination</p>	<p>Analyst (Cassie)</p> <p>Analyst & All department staff</p>	<ul style="list-style-type: none"> • Daily Records reports on targeted offenses • Weekly analysis of crime trends to include trend analysis of selected offenses • Link Analysis (people) • Daily scanning of selected offenses to target trends (actionable intel) • Monthly review of process and analytical outputs • Gathering of intel from other agencies • Effective sharing of crime information including people, locations, and trends. • Focused resource deployment on observed crime problems • Training component at in-service • Officer access to mapping and analysis software, and Zuercher reporting for summary data. 	<p>Ongoing</p> <p>1st Quarter 2018</p>
<p>Targeting Hotspots/Disorder</p> <p>Street Crimes Unit (SCU)</p>	<p>Patrol</p> <p>SCU (Sgts. Nye & Bierdeman)</p>	<ul style="list-style-type: none"> • Patrol shifts and specialty units working collaboratively. • Utilize SARA problem-solving models • Redeploy the SCU 	<p>Ongoing</p> <p>1st quarter 2018</p>
<p>Investigative Analysis</p>	<p>Property-Evidence Tech (Tammy)</p>	<ul style="list-style-type: none"> • Link Analysis (property) 	<p>Ongoing</p>
<p>Target Repeat Offenders</p>	<p>Cmdr. Kvam Lt. Crotty</p>	<ul style="list-style-type: none"> • Yearly POR checks • Exploration of determination of problem property status 	
<p>Explore nuisance calls for service ordinance</p>	<p>Chief/PSD</p>	<ul style="list-style-type: none"> • Examine implementation of ordinance that can assist in nuisance and crime mitigation 	<p>2nd quarter 2018</p>

Strategy 2: Involve community partners in policing efforts in order to provide successful communication of information, problem solving, and sharing of responsibility for action and decision-making.

Objective: Forge collaborative community and regional responses to the City's crime problems.

Action Steps	Person Responsible	Action Status	Target Date(s)
Partnering with owners/managers of multi-housing	Lt. Crotty & Assigned officers	<ul style="list-style-type: none"> • Crime-Free Multi-housing • Explore Training/collaborations • Explore ordinances related to rental • Start to identify single-family rentals? 	1 st quarter 2018
Community Outreach	Lt. Crotty All department staff	<ul style="list-style-type: none"> • Increase Outreach Opportunities to Multi-cultural communities with a minimum of 12 events. • COP committee to explore/develop ideas: <ul style="list-style-type: none"> ○ Divide responsibility and provide direction to involve all members of the police department, who are required to have 12 hours of COP per year. ○ Schedule and facilitate COP events ○ Make positive, non-enforcement contact with targeted groups through COP events (cultural groups, youth/schools and childcare, businesses, elderly, and religious groups) ○ At least one COP event per the above population groups per quarter. • COP activity and outreach to be tracked through Zuercher. 	1 st quarter 2018
Police/Youth Initiatives	Lt. Crotty	<ul style="list-style-type: none"> • Explore/Formalize an officer reading program • Explore Officer/youth Mentoring • Explore PALS program 	1 st quarter 2018
Collaboration with Businesses	Lt. Crotty	<ul style="list-style-type: none"> • Outreach to businesses • Collaborate with auto dealers to share information about suspected frauds, thefts from vehicles in the lots, and auto thefts from the dealerships. 	1 st quarter 2018

Strategy 3: Effectively communicate (internally and externally) department's mission, values, strategies, and results to facilitate understanding and job effectiveness.

Objective: Communicate clearly both internally and externally for the purpose of increasing understanding while continuously seeking ways to improve communication.

Action Steps	Person Responsible	Action Status	Target Date(s)
E Roll Call Log	All department staff	<ul style="list-style-type: none"> • Utilize E Roll call log to communicate real-time actionable information • Allocate Resources 	Ongoing
Branding – External Communications	Lt. Crotty & PIOs	<ul style="list-style-type: none"> • Develop communications plan for PIOs: <ul style="list-style-type: none"> ○ Engage community through weekly VRA (virtual ride-alongs) ○ Highlight officers and local businesses, churches, organizations through bi-weekly spotlights ○ Monthly topics on social media targeting specific prevalent crimes or related topics. ○ Media releases for major events and positive community outreach. ○ Develop external branding for recurring events such as Coffee with a Cop. ○ Regular release of crime stats and information on social media. • Continue to work on ideas to formulate a plan 	1 st Quarter 2018
Branding - Internal	Officers Micheletti & Tausell	<ul style="list-style-type: none"> • At least formalize department branding for professionalism and consistency. • Develop budget and internal branding plan. 	1 st quarter 2018
External communications: Effectively close cases and communicate results to victims	Records & Lt. Crotty	<ul style="list-style-type: none"> • Timely notification to crime victims that notify them as to the disposition of the case. 	Ongoing
Employee Recognition	Sergeants Steiner & Busack	<ul style="list-style-type: none"> • Encourage culture shift to increase informal recognition • Explore recognition event • Continue awards recognition in front of the City Council. 	1 st quarter 2018
"Chief's notes"	Chief/PSD	<ul style="list-style-type: none"> • Updates on department & personnel 	At least every 2 weeks
Roll call updates	Chief/PSD Patrol Cmdr.	<ul style="list-style-type: none"> • Department updates • Division and policy updates. 	At least quarterly

	Investigations Analyst	<ul style="list-style-type: none"> • Case updates; charging & reasoning. • Crime trends & continued development of actionable intel; information sharing between analyst and officers. 	
Report room slideshow	Cassie & Other staff for content	<ul style="list-style-type: none"> • Explore CAD displaying on monitor • Myth & City events; COE; employee anniversaries & recognition; and upcoming department trainings. 	Ongoing

Strategy 4: Assure police accountability to keep the department and its officers functioning properly and focused on the City and Department's mission, values and goals.

Objective: Develop a comprehensive accountability matrix and conduct management studies to give department management a balanced view of organizational performance.

Action Steps	Person Responsible	Action Status	Target Date(s)
Compliance checks	Cmdr. Kvam	<ul style="list-style-type: none"> • POR, alcohol, & tobacco. 	June 30, 2018
COP outreach	All department staff	<ul style="list-style-type: none"> • Track COP hours in Zuercher (12 hour min/employee) 	4 th quarter 2018
Quarterly review	Strategic planning committee Chief Nadeau, Commanders, Lt., Sergeants	<ul style="list-style-type: none"> • Progress on plan • Budget review • Division activity and review which includes tracking performance by calls for service, crime stats, arrests, citations issued, and other performance measures as relevant. • Policing teams performance review. 	Quarterly Quarterly at staff meetings.
Employee input on 2019 budget	Command staff & supervisors & strategic planning committee	<ul style="list-style-type: none"> • Solicit input from police department staff on items that affect police operations and impact 2019 budget. 	2 nd quarter 2018

Strategy 5: Ensure that Police Department is staffed appropriately to meet its objectives and that its employees are sufficiently trained and properly equipped to perform their job tasks at a high level.

Objective: Develop a department-wide training plan that emphasizes personal development, high performing teams, and addresses both skill and knowledge-based training. Ensure police department has equipment and supplies suitable to carry out job related tasks.

Action Steps	Person Responsible	Action Status	Target Date(s)
Examine feasibility of staffing study	Chief/PSD	<ul style="list-style-type: none"> Determine necessary staffing for current functional capacities as well as anticipated department goals and objectives. 	3 rd Quarter 2018
Assess Patrol division staffing minimums	Patrol Commander & Sergeants	<ul style="list-style-type: none"> Determine the minimum number of officers on each shift/side. Determine how to handle extended leaves. 	1 st Quarter 2018
Re-evaluate crime scene processing unit	Cmdr. Kvam & Sgt. Nye	<ul style="list-style-type: none"> Determine the personnel, training, and equipment needed for basic to advanced crime scene processing. Implement recommendations. 	1 st quarter 2018 4 th quarter 2018
Focus on 2018 – 2021 Training Priorities	Supervisors & Command Staff	<ul style="list-style-type: none"> See Appendix 2. 	Ongoing and as a part of the strategic plan process
Complete department-wide knowledge based training	All department staff	<ul style="list-style-type: none"> Complete Strengths Finders assessment. Discuss in teams and workgroups. Possible facilitated training for those interested. 	2 nd quarter 2018
Assess building and building-related needs	Chief/PSD	<ul style="list-style-type: none"> Examine police related facilities/furniture to determine functionality and identify potential improvements. 	4 th quarter 2018
Implement a core training concept.	Command staff and sergeants	<ul style="list-style-type: none"> Find out who has completed what training. Figure out who needs which training to get caught up with core training expectations. 	2 nd quarter 2018

Strategy 6: Multi-faceted approach to wellness.

Objective: Promote and facilitate a whole health program specific to law enforcement.

Action Steps	Person Responsible	Action Status	Target Date(s)
Finalize sustainable mental health program	Chief/PSD & Fire Admin & Lt. Crotty	<ul style="list-style-type: none"> • Adopt a formal mental health policy in regards to annual check-ins and follow-up services. • Explore and formalize when debriefings take place. 	2 nd quarter 2018
Increase participation in the City's wellness program	Sgt. Johnson & Det. Fritze & Tammy Wylie & Theresa Corcoran	<ul style="list-style-type: none"> • Increase department participation in MyMedica – goal is 70% participation for health assessment. • Increase department participation in city's Trimester challenges. • Have department physical fitness instructors and wellness committee members explore department specific challenges that could be incentivized for the City program. • Goal is 70% participation for baseline. 	4 th quarter 2018
Promote physical health and ability	Patrol Commander Officers who are certified trainers Sergeants	<ul style="list-style-type: none"> • Create well-rounded fitness center that is focused on functional fitness and cardiovascular health. • Have department fitness coordinator(s) who can establish fitness programming and help teach/coach officers in the proper movements/exercises with the goal of injury prevention and tactical ability. • Establish fitness as an individual crew goal/expectation. 	1 st quarter 2018 Ongoing 1 st quarter 2018
Explore nutritional training	Ofc. Micheletti	<ul style="list-style-type: none"> • Explore roll call training related to healthy eating and suggestions for those who work shifts. 	1 st quarter 2018

FINALIZED: 12/08/2017

MAPLEWOOD POLICE DEPARTMENT



APPENDIX 1

2018 Core Training

Patrol Division Officers

Goals:

- Develop and Maintain Basic Skills
- Provide for Skill Enhancement
- Provide specialty training as identified by assignment, motivation and/or recommendation of peers or supervisors
- Maintain and improve officer safety skills and emotional well-being
- Identify and develop future department leaders

Schools/Training Topics:

1-2 Years:

- Standardized Field Sobriety Testing (SFST)
- Restraint/Seatbelt (OPUE)
- Crisis Intervention Training (CIT)
- Communications (Arresting Communications)
- Report Writing (when identified as a need)
- Advanced Officer Survival School

3-5 Years:

- Interview school
- Search & Seizure
- Emotional Survival / Emotional Wellness

5+ Years:

- Leadership
- Officer Safety Refresher
- Ethics

Sergeants

Goals:

- Develop and maintain skills related to effective leadership and management
- Identify and develop future police administrators
- Develop skills for managing tactical and critical incidents
- Develop skills for interacting with the media and the public
- Develop skills related to maintenance of professional standards within the department

Schools/Training Topics:

1-2 Years:

- Leadership Academy (MN Chiefs of Police Association)
- Internal Affairs
- Incident/Tactical Management
- Managing & Developing Problem-Oriented Policing Strategies

3+ Years:

- MN Chiefs of Police Association Executive Training Institute (ETI)
- Northwestern School of Police Staff and Command or other senior management course

Specialty Training:

- Managing the field training program
- Street crimes oversight (surveillance, warrants, plainclothes operations, & similar)

Investigations

Goals:

- Enhance skills related to conducting in-depth criminal investigations
- Develop safety skills related to plain clothes work

Schools/Training Topics:

- Drafting Search Warrants
- Interviewing
- Informant Development
- School Resource Officer (SRO) (pertinent for that specific assignment)
- Operational Planning / Search Warrant Execution
- Death Investigations
- Crime Scene Investigations

Community Service Officers

Goals:

- Ensure proper care of animals to aid public safety.
- Develop knowledge and skills related to animal-related ordinances & the associated processes
- Basic investigative & evidence handling skills
- Support police department staff through a variety of administrative and public service responsibilities
- Develop quality customer service skills

Schools/Training Topics:

- Animal Control
- Customer Service & Community Policing
- Report Writing
- Speed and Camera Trailer Deployment

Support Staff

Goals:

- Support police department mission and staff through a variety of administrative and public service responsibilities
- Develop quality customer service skills.

Schools/Training Topics:

- Criminal Justice Information System (CJIS)
- Data Practices
- Terminal Agency Coordinator (TAC) Training
- National Incident Based Reporting System (NIBRS) Training
- Customer Service
- Evidence Handling
- Microsoft Office
- Ride-Along / Introduction to Departmental Divisions & Functions
- Visit to Ramsey County Attorney's Office/Courts (increase understanding of charging process and build relationships)

Mandated and Recurring Training

Goal:

- Provide for training as mandated by law, MN Board of Peace Officer Standards & Training (POST), or department policy.

Schools/Training Topics:

- Emergency Vehicles Operations/Pursuit Intervention – each 5 years
- Crisis Response, Conflict Management, & Cultural Diversity – 16 hours per 3 year POST licensing cycle
- First Responder/CPR – Annually
- Use of Force – Annually
 1. Policy
 2. Baton
 3. Taser
 4. Aerosol Restraint
 5. Less Lethal Munition
- Firearms Training and Qualification – Annually
 1. Handgun Qualification (POST standard)
 2. Long-gun Qualification (POST standard)
 3. Low Light/Inclement Weather (POST standard)
- K-9 Police Dog 1 (PD 1) Certification

Annual In-service or Roll Call Topics:

- Pursuit Policy
- AWARE/Right to Know
- Legal Update
- Search & Seizure
- Crime Scene Processing

Specialty Training

Goal:

- Provide special or advanced training as identified by assignment, interest, need, and/or recommendation by peers or supervisors

Schools/Training Topics:

- Datamaster DMT (Breath test operator)
- Drug/Criminal Interdiction
- Gang Training
- Background Investigations
- Community-oriented Policing / Problem-solving
- Firearms Armorer
- Leadership
- Crime Prevention Through Environmental Design (CPTED)
- Crime Prevention
- Foreign Language
- Managing Investigations
- K-9 Police Dog 1 (PD1) Patrol & Narcotics

Instructor and Trainer Schools & Development

Goal:

- Identify and develop quality educators/trainers within the police department

Schools/Training Topics:

- Taser Instructor
- Use of Force Instructor
- Firearms Instructor
- ASP Baton Instructor
- Chemical Irritant Instructor
- Field Training Officer
- Active Shooter Response Instructor
- Radar/Lidar Instructor
- Fitness

2018 Training Priorities

1. Pursuit Intervention Technique (PIT)
 - a. Prioritize attendance of officers who need to recertify in EVOC.
 - b. Officers be PIT certified by end of 2021.
 - c. Sworn staff to be EVOC trained every 5 years after PIT certification.

2. Crisis Intervention Training (CIT)
 - a. Send officers to open classes throughout the year
 - b. Explore hosting class in Maplewood
 - c. All Sworn staff to be trained by the end of 2021.

3. First Aid/CPR
 - a. Identify specific training and work with fire department to deliver
 - b. All Sworn staff to be First Responder certified by the end of 2019.

4. Community-Oriented Policing and Problem-Oriented Policing
 - a. Minimum of 4 hours to be delivered during in-service.

5. Legal Update/Search & Seizure
 - a. City prosecutor to present pertinent updates during 1 hour roll call as needed.

6. Crime Scene Processing
 - a. Base level refresher training for both patrol and investigations.