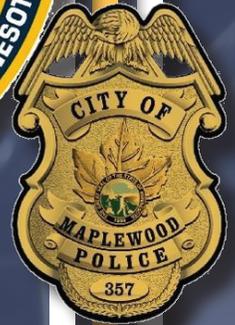


# Maplewood Police Department



## 2020 Strategic Plan

### Strategies and Action Plan

*Theme: "Raise the Bar"*

#### **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.

Maplewood Police Department  
1830 County Road B, East  
Maplewood, MN 55109  
(651) 249-2600  
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**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)
Crime Mapping / Statistics / Hotspots	Analyst (Cassie), SGT's, Patrol	<ul style="list-style-type: none"> <li>Utilize Roll-Call to identify meaningful strategies to solve problems.</li> <li>Problem solving is a responsibility of all. Patrol officers ID problems and initiate their own Problem Solving Strategies.</li> </ul>	Ongoing
Intelligence Gathering and Dissemination	Supervisors	<ul style="list-style-type: none"> <li>Send Significant Events to all staff to ensure information sharing is conducted to every level of the department.</li> </ul>	1 <sup>st</sup> Quarter
Targeting / Focused Patrol	Patrol / Investigations / SCU	<ul style="list-style-type: none"> <li>Identified problem properties will have a Problem Solving Strategy Log created to assist in tracking all activity related to the property.</li> <li>A check box will be added in Zuercher to allow officers to link cases to problem properties to better assist with tracking.</li> </ul>	2 <sup>nd</sup> Quarter
	Patrol LT's	<ul style="list-style-type: none"> <li>Problem Solving Strategy Logs reviewed quarterly to identify successful strategies and cases to be shared with patrol.</li> </ul>	2 <sup>nd</sup> Quarter
Crime Free / Drug Free Rental Housing	Chief	<ul style="list-style-type: none"> <li>Evaluate staffing a Crime Free / Drug Free Rental Housing Officer.</li> </ul>	Quarterly
			4 <sup>th</sup> Quarter

**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 Properties	Lt. Crotty & Assigned Officers  Patrol	<ul style="list-style-type: none"> <li>• Conduct bi-annual meetings with Multi-Housing Owners / Managers to identify and discuss common issues and trends.</li> <li>• Encourage participation to facilitate collaboration and problem solving.</li> </ul>	2 <sup>nd</sup> & 4 <sup>th</sup> Quarter  Ongoing
Community Outreach	All Department Staff	<ul style="list-style-type: none"> <li>• Focus Outreach Opportunities on Multi-cultural and diverse communities.</li> <li>• All members of the police department are required to have 15 hours of COE per year.</li> <li>• Make positive, non-enforcement contact with targeted groups through COE’s (cultural groups, youth / schools / childcare, businesses, elderly, and religious groups)</li> <li>• Three COE events per the above population groups per year.</li> <li>• Identifying and partnering with organizations within the community to continue outreach</li> <li>• Explore a program of hiring part-time, possibly retired, police officers.</li> </ul>	Ongoing  Ongoing  Ongoing  4 <sup>th</sup> Quarter  Ongoing  2 <sup>nd</sup> Quarter
Police/Youth Initiatives	All Department Staff  Lt. Crotty  Acting Sgt. Fritze  LT Crotty / Ofc. Bakke  CDR Shortreed	<ul style="list-style-type: none"> <li>• Evaluate and support Big Brother / Big Sisters Program.</li> <li>• Submit a proposal to partner with Tartan High School / North High School to conduct a Police Academy for youths interested in pursuing a law enforcement career.</li> <li>• Conduct Annual Junior Police Academy at John Glenn Middle School.</li> <li>• Collect and compile the school events calendars in order to identify and partner with schools on already planned events.</li> <li>• Public Safety Citizens Academy</li> </ul>	3 <sup>rd</sup> Quarter  1 <sup>st</sup> Quarter  4 <sup>th</sup> Quarter  1 <sup>st</sup> Quarter  4 <sup>th</sup> Quarter
Multi-Cultural Advisory Committee	Lt. Bierdeman and Lt. Busack	<ul style="list-style-type: none"> <li>• Establish the MAC to facilitate reaching out to diverse populations within the City of Maplewood.</li> </ul>	1 <sup>st</sup> Quarter



**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)
Internal Communication	Chief	<ul style="list-style-type: none"> <li>Utilize Chiefs Notes to communicate when officers receive formal awards / recognition.</li> </ul>	Ongoing
	SGT’s	<ul style="list-style-type: none"> <li>Ensure all shifts receive roll call with meaningful workplace direction.</li> </ul>	Ongoing
	Supervisors	<ul style="list-style-type: none"> <li>Bi-Weekly Updates from specialty units completed and disseminated across the staff.</li> </ul>	Ongoing
Branding – External Communications	All Department Staff	<ul style="list-style-type: none"> <li>Deliberate collaboration with Fire to produce effective public safety content for the community;               <ul style="list-style-type: none"> <li>Increase topics on social media targeting specific prevalent crimes or related topics</li> <li>Media releases for major events and positive community outreach</li> <li>Regular release of crime stats and information on social media</li> </ul> </li> </ul>	1 <sup>st</sup> Quarter
	LT Crotty	<ul style="list-style-type: none"> <li>Add additional PIO’s and establish clear guidelines for virtual ride-alongs.</li> </ul>	2 <sup>nd</sup> Quarter
	Ofc. Hawkinson / Ofc. Langner	<ul style="list-style-type: none"> <li>Recruiting committee is proactive and innovative in pursuing future police officers.</li> </ul>	Ongoing
Branding - Internal	Branding Committee	<ul style="list-style-type: none"> <li>Maintain a priority list for internal branding plan that incorporates department history.</li> </ul>	Ongoing
Employee Recognition	Supervisors	<ul style="list-style-type: none"> <li>Continue to recognize officers informally and formally for their performance.</li> </ul>	Ongoing
	Supervisors	<ul style="list-style-type: none"> <li>Continue employee recognition event and explore adding recognition awards;</li> </ul>	3 <sup>rd</sup> Quarter
		<ul style="list-style-type: none"> <li>Solicit patrol feedback on how to increase participation.</li> </ul>	1 <sup>st</sup> Quarter
"Chief's Notes"	Chief	<ul style="list-style-type: none"> <li>Updates on department &amp; personnel</li> </ul>	Ongoing
Roll Call Updates	Chief	<ul style="list-style-type: none"> <li>Department updates</li> </ul>	Quarterly
	Patrol CDR /LT’s	<ul style="list-style-type: none"> <li>Division and policy updates</li> </ul>	Quarterly
	Investigations	<ul style="list-style-type: none"> <li>Case Updates; Charging Best Practices.</li> </ul>	Bi-Annual
	Analyst (Cassie)	<ul style="list-style-type: none"> <li>Crime trends &amp; continued development of actionable intel; information sharing between analyst and officers</li> </ul>	2 x Analyst 2 x Records 2 x Property

**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.

<b>Action Steps</b>	<b>Person Responsible</b>	<b>Action Status</b>	<b>Target Date(s)</b>
Compliance Checks	CDR Kvam	<ul style="list-style-type: none"> <li>• POR, Alcohol, Tobacco, and massage licensing.</li> <li>• Conduct introductory / refresher training for officers assigned to conduct Compliance Checks.</li> </ul>	<p>4<sup>th</sup> Quarter</p> <p>2<sup>nd</sup> Quarter</p>
Strategic Plan Quarterly Review	<p>Strategic Planning Committee</p> <p>Supervisory Staff</p>	<ul style="list-style-type: none"> <li>• Conduct quarterly review to evaluate progress and make adjustments as needed.</li> <li>• Division activity and review which includes tracking performance by calls for service, crime stats, arrests, citations issued, COE hours, and other performance measures as relevant</li> </ul>	<p>Quarterly</p> <p>Quarterly at Staff Meetings</p>
Employee Input On 2021 Budget	Command Staff / Supervisors & Strategic Planning Committee	<ul style="list-style-type: none"> <li>• Solicit input from police department staff on items that affect police operations and impact 2021 budget</li> </ul>	2 <sup>nd</sup> Quarter



**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)
	Chief	<ul style="list-style-type: none"> <li>Determine necessary staffing (sworn and civilian) for current functional capacities as well as anticipated department goals and objectives</li> <li>Explore budgeting for staffing study in 2021.</li> </ul>	3 <sup>rd</sup> Quarter
Evaluate Current Patrol Schedule	Labor Mgmt. Committee	<ul style="list-style-type: none"> <li>Proposal for at least 1 new patrol schedule submitted for review.</li> <li>Review patrol staffing levels to determine adequate coverage.</li> </ul>	2 <sup>nd</sup> Quarter  2 <sup>nd</sup> Quarter
Maintain Current Crime Scene Processing Unit	CDR Kvam & SGT Nye	<ul style="list-style-type: none"> <li>Conduct refresher training for all current Crime Scene Officers.</li> </ul>	4 <sup>th</sup> Quarter
Focus on 2018 – 2021 Training Priorities	Supervisors & Command Staff	<ul style="list-style-type: none"> <li>See Appendix 1</li> </ul>	Ongoing
Assess Building and Building-Related Needs	Labor Mgmt. Committee	<ul style="list-style-type: none"> <li>Examine police related facilities / furniture to determine functionality and identify potential improvements.</li> </ul>	Ongoing
Continue Core Training Concept.	Supervisors  LT Bierdeman	<ul style="list-style-type: none"> <li>Continue to ensure officers complete training to meet core training expectations</li> <li>Utilize Target Solutions to track all completed training to include storing copies of completed training certificates.</li> </ul>	Ongoing  3 <sup>rd</sup> Quarter
Leadership Track	LT Bierdeman  LT Bierdeman	<ul style="list-style-type: none"> <li>Creation and implementation of a leadership track for Public Safety partnered with Fire.</li> <li>Create a formalized training program for officers identified to serve as OIC.</li> </ul>	2 <sup>nd</sup> Quarter  3 <sup>rd</sup> Quarter

**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)
Maintain Mental Health Program	Chief / Fire Chief	<ul style="list-style-type: none"> <li>• Maintain a formal mental health policy in regards to annual check-ins and follow-up services</li> </ul>	Ongoing
Increase Participation In The City’s Wellness Program	Wellness Coordinators	<ul style="list-style-type: none"> <li>• Increase Department participation to align with the City’s goals;               <ul style="list-style-type: none"> <li>○ Step 1 (Base Level) – 80%</li> <li>○ Step 2 (Wellness Track) – 70%</li> </ul> </li> <li>• Create “How To Guide” for officers to follow for wellness program participation.</li> </ul>	4 <sup>th</sup> Quarter  1 <sup>st</sup> Quarter
Promote Physical Health and Ability	All Department Staff  SGT Hoemke & Ofc. Lynch	<ul style="list-style-type: none"> <li>• Maintain well-rounded fitness center that is focused on functional fitness and cardiovascular health.</li> <li>• Implement Department Fitness Challenge with incentivized prize for successful completion.</li> <li>• Department Fitness coordinator(s) establish fitness programming for officers in the proper movement / exercise techniques with the goal of injury prevention and tactical ability.</li> <li>• Proposal for all officers to complete a yearly physical fitness assessment.</li> </ul>	Ongoing  1 <sup>st</sup> Quarter  1 <sup>st</sup> Quarter  1 <sup>st</sup> Quarter
Nutritional Training	SGT Hoemke	<ul style="list-style-type: none"> <li>• Conduct Nutritional Brief during in-service training related to healthy eating.</li> </ul>	3 <sup>rd</sup> Quarter

**FINALIZED: 12/26/2019**



# MAPLEWOOD POLICE DEPARTMENT

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## APPENDIX 1

# 2020 Core Training

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## 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 (As Needed)
- Strengths finders
- Advanced Officer Survival School
- Tactics in Traffic
- Mental Health Informational Session
- Datamaster DMT (Breath Test Operator)
  - Suggested training

#### 3-5 Years:

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

#### 5+ Years:

- Leadership training
- 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
  - To be evaluated on a case by case basis

## 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

# Street Crimes

## Goals:

- Tbd

## Schools/Training Topics:

- Tbd

# 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
- Emergency Medical Responder (EMR) – 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 Certifications

## Annual In-service or Roll Call Topics:

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

# Specialty Training

## Goal:

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

## Schools/Training Topics:

- 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



## 2020 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. Community-Oriented Policing and Problem-Oriented Policing
  - a. To be delivered in roll call discussions
  
4. Crime Scene Processing
  - a. Conduct refresher training for all assigned officers.
  
5. Leadership Track
  - a. Identify Officers and send through department specific leadership training.