

# Maplewood Police Department Strategic Plan 2021

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## 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 by collecting and analyzing data on crime and disorder patterns to focus on crime reduction efforts.

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

<b>Action Steps</b>	<b>Person Responsible</b>	<b>Action Status</b>	<b>Target Date</b>
The identification of and response to problems.	All Department Employees	Identified problem crimes, property, people will have a Problem-Solving Strategy created to help track all activity related to the problem.	Ongoing
	Patrol Sgts, Patrol Officers	Follow-up on problem-solving strategies will be completed by police personnel through self-assignment or assignment by a supervisor.	Ongoing
	Patrol Sgts	Active problem-solving strategies will be reviewed daily by sergeants.	Ongoing
A review of problem-solving strategies.	Patrol Lts, Patrol Sgts, Patrol Officers	A group will be formed to conduct reviews.	1 <sup>st</sup> Quarter
	Review Group	The group will meet, review the strategies, and determine if the strategies and actions taken were effective.	1 <sup>st</sup> Quarter
		The group will distribute the results of the review to their peers and determine if the reviews are beneficial.	Quarterly
Problem-solving information sharing.	All Department Employees	Ensure that all personnel are aware of significant events in Maplewood by sending Significant Event reports to all full-time police personnel, including civilians.	Ongoing, as appropriate
Rental Housing Licensing and use in problem-solving.	Ofcr Burt-McGregor	COP Coordinator/Rental Housing Officer completes introductory training on rental housing, crime-free multi-housing, and other rental property related rules and regulations.	2 <sup>nd</sup> Quarter
		Put together a cheat sheet or checklist for department staff regarding rental licensing.	2 <sup>nd</sup> Quarter

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

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

<b>Action Steps</b>	<b>Person Responsible</b>	<b>Action Status</b>	<b>Target Date</b>
Open the lines of communication between the PD and rental housing owners/managers and tenant.	Ofcr Burt-McGregor	Make contact with rental housing owners/managers.	1 <sup>st</sup> Quarter
		Schedule the first rental housing meeting.	1 <sup>st</sup> Quarter
		Continue to hold recurring meetings with this group in order to educate and share information with the owners/managers and the tenants.	Quarterly
		Plan, schedule, and conduct community outreach events at multi-family and rental housing communities.	4 <sup>th</sup> Quarter
Community Outreach	All Department Employees	Plan and conduct 18 positive, non-enforcement outreach events with targeted groups in 2021. Targeted groups include cultural groups, youth/schools/childcare, businesses, elderly, and faith-based groups.	4 <sup>th</sup> Quarter
		At least one of the 18 outreach events will be focused on each of the identified target groups.	Ongoing
	Lt. Busack, Ofcr Burt-McGregor	Partner with at least three civic or business organizations (including the MAC) to bring new ideas, capabilities, and resources to events that may lead to recurring events.	4 <sup>th</sup> Quarter
	All Department Employees	All department personnel, sworn and non-sworn, will complete 15 hours of community outreach during 2021.	4 <sup>th</sup> Quarter
Public Safety Citizen Academy	Cmdr. Shortreed, Ofcr Burt-McGregor	Conduct a Public Safety Citizen's Academy	As Appropriate

Jr. Police Academy	Detective Olson, Ofcr Burt-McGregor	Reach out to Tubman and Maple Ponds to gauge interest in a Maplewood Jr. Police Academy at those locations.	1 <sup>st</sup> Quarter
		If there is interest, plan and conduct a Jr. Police Academy at one or both of these locations.	4 <sup>th</sup> Quarter
Evaluate Community Outreach Events effectiveness	Lt. Helle	Use MORE survey or develop a survey to conduct at community outreach events to gauge the event's success through the eyes of the citizens in attendance.	1 <sup>st</sup> Quarter
	Lt. Bierdeman	Add a comment section to the Target Solutions COE activity requiring the employee to give feedback on the event from his/her perspective. Comments related to what went well or what could be better.	1 <sup>st</sup> Quarter
Multicultural Advisory Committee	Lt. Bierdeman, Lt. Helle	Social media communication about the MAC. What is it? What do they do? Who do they represent?	2 <sup>nd</sup> Quarter
	Lt. Bierdeman	Continue to engage the group regarding department operations and accountability as well as community outreach.	Ongoing
		Retain the diversity of the group as members leave, and new ones join. Ensure the diversity is reflective of the community.	Ongoing, as needed
		Have MAC members educate each other and department personnel about their different backgrounds and cultures. Possibly record these meetings to share with officers who are unable to attend the meetings.	Bi-Annually

**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
Internal Communication	Chief Nadeau	Chief's notes will be sent out whenever department-wide information is not disseminated through other channels. For example, department awards, hiring updates, building updates, city council updates, additional information that is not necessarily police-work related but department related.	As Needed
	SCU, VCET, COE Coordinator, Auto-Theft Detective	Bi-weekly written updates from specialty units completed and disseminated across the department, including non-sworn, full-time staff.	Bi-Weekly
	Investigations	A monthly written update from investigations, including cases, issues identified, and notes of good work.	Monthly
	Lts, Commander Shortreed	Mandatory annual one-on-one meetings with each line staff member.	2 <sup>nd</sup> Quarter
		A second optional time allocation for line staff members who want an additional one-on-one meeting.	4 <sup>th</sup> Quarter
Roll Call Updates	Chief Nadeau	The chief will continue the roll-call updates on a bi-annual basis with at least two roll call updates in person (post-COVID).	2 <sup>nd</sup> Quarter, 4 <sup>th</sup> Quarter
	Investigations, Crime Analyst, Records Techs, Property, and Evidence Tech, COE Coordinator	Bi-annual roll call updates to encourage two-way conversations about issues, concerns, or positives that may not be communicated in other ways.	Bi-annually

Workplace Direction	Patrol Sergeants	Patrol Sergeants will provide daily roll calls with specific workplace direction for each officer on their crews.	Ongoing
		Patrol Officers will be assigned activities based on problem-solving strategies with clear expectations.	Ongoing
External Communication	Lt. Helle, Cassie Fisher	Continue to work with the fire department to educate, inform, and engage the community through social media.	Ongoing
	Recruiting Committee	Continue to reach out to police officer candidates using COVID safe platforms in colleges, universities, and skills programs.	Ongoing
Employee Recognition	Ofcr Condon, Command Staff	Reach out to officers to gauge interest in having a recognition event and what type of event.	1 <sup>st</sup> Quarter
		If there is interest, plan, and hold an event.	4 <sup>th</sup> Quarter
	Lt. Helle	Highlight six positive BWC videos on social media.	Ongoing
	All Department Employees	Notify Lt. Helle of interactions that may be reviewed for posting to social media.	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.

<b>Action Steps</b>	<b>Person Responsible</b>	<b>Action Status</b>	<b>Target Date</b>
Compliance Checks	Sgt. Steiner	Conduct the required number of POR, alcohol, and tobacco compliance checks.	4 <sup>th</sup> Quarter
		Conduct the meeting with massage license applicants during their initial background investigation.	Ongoing
		Conduct introductory/refresher training for officers assigned to compliance checks.	As needed
Strategic Plan Quarterly Review	Strategic Planning Committee	Quarterly review to evaluate progress and make adjustments as needed.	Quarterly
		Meet with the MAC to review progress on the strategic plan.	Bi-annually
		Solicit input from stakeholders about our progress on the strategic plan.	Bi-annually
Quarterly Review of Employee Performance	Supervisors	Review division activity, including individual performance by calls for service, arrests, citations issued, COE hours, and other measures identified as relevant.	Quarterly
Budget Input	Command Staff, Supervisors, and Strategic Planning Committee	Solicit input from police department staff on necessary department equipment and training when allocating resources.	3 <sup>rd</sup> Quarter

**Strategy 5:** Ensure that the Police Department is staffed appropriately to meet its objectives. Its employees are sufficiently trained and adequately 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 the police department has the resources suitable to carry out job-related tasks.

Action Steps	Person Responsible	Action Status	Target Date
Crime Scene Processing	Sgt. Nye	Recruit, add, and train two new crime scene processing officers.	4 <sup>th</sup> Quarter
		Conduct refresher training for all current crime scene processing officers.	2 <sup>nd</sup> Quarter
		Make sure all crime scene processing officers have the appropriate, necessary equipment for the position.	4 <sup>th</sup> Quarter
Building and Building-related Needs	All Department Employees	Examine police-related facilities/furniture to determine functionality and accessibility and identify potential improvements.	Ongoing
Leadership Track	Lt. Bierdeman	Creation and implementation of a leadership track for Public Safety partnered with Fire.	4 <sup>th</sup> Quarter
	Sgt. Steiner, Sgt. Dugas	Create a formalized training program for officers identified to serve as OIC.	4 <sup>th</sup> Quarter
Core Training	Supervisors	Continue to ensure that officers complete training to meet core training expectations.	Ongoing
	Lt. Helle	Utilize Target Solutions to track all completed training to include storing copies of completed training certificates.	Ongoing
		Teach department employees how to use the Target Solutions mobile site to record and upload their training.	1 <sup>st</sup> Quarter
In-house Training for Report Writing and Approval	Lt. Helle, Sgt. Steiner	Create an in-house training on report-writing using input from investigations, civilian staff, and patrol to improve the quality of our reports and achieve better outcomes.	1 <sup>st</sup> Quarter
	Lt. Helle, Sgt. Steiner	Conduct in-house training, either in-person or virtually. Patrol officers will receive training on report writing to include criminal elements. Supervisors will receive training on report writing and critical elements that need review before approval.	2 <sup>nd</sup> Quarter
	Sgt. Nye, Sgt. Steiner	Review and update our current report writing checklists and add as necessary.	1 <sup>st</sup> Quarter

	Detectives	Conduct training at roll calls to pass along any new or updated rules/needs in report writing.	Ongoing
	Detectives, Records Staff	Create a book of reports that are good and some that are not good as examples for officers.	2 <sup>nd</sup> Quarter
Training Priorities and Core Training		See Appendix 1	

**Strategy 6:** A 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
Mental-Health Program	Lt. Bierdeman, Chief Mondor	Maintain a formal mental health policy regarding annual check-ins and follow-up services. This policy will also cover education regarding mental health.	1 <sup>st</sup> Quarter
	FTO Coordinator	New employees are required to attend one mental health check-in their first year.	Ongoing
City Wellness Program	Lt. Bierdeman, Wellness Committee Members, Supervisors	Increase department participation to 75% of department personnel. The city wellness program includes physical health, emotional health, mental health, financial health, and nutritional topics that are all incentivized.	1 <sup>st</sup> Quarter
		Educate those who don't know how to participate or record their participation. Supervisors should be talking with each member of their crew about the wellness program and helping them participate if they want to.	Ongoing
Physical Fitness	All Department Employees	Maintain a well-rounded fitness center that is focused on physical fitness and cardiovascular health.	Ongoing

**FINALIZED: 12/31/2020**