

Maplewood Police Department Strategic Plan 2019



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)
Crime Mapping and Statistics	Analyst (Cassie)	<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) 	Ongoing
Intelligence gathering and dissemination	Analyst & All Department Staff	<ul style="list-style-type: none"> • Gathering of intel from other agencies • Effective sharing of crime information including people, locations, and trends • Focused resource deployment on observed crime problems • Officer access to mapping and analysis software, as well as Zuercher reporting for summary data 	Ongoing
Targeting Hotspots/Disorder	Patrol Chief/PSD	<ul style="list-style-type: none"> • Patrol shifts and specialty units working collaboratively • Utilize SARA problem-solving models • Sergeants are responsible for assigning follow up and tracking progress • Create a searchable repeat offender database • Examine addition rental crime free/drug free housing officer to work with and train multi-housing managers 	Ongoing 3 rd quarter 2019

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 	3rd quarter 2019
Community Outreach	Sergeants to be determined & All Department Staff	<ul style="list-style-type: none"> • Increase Outreach Opportunities to Multi-cultural and diverse communities with a minimum of 12 events with an emphasis on quality 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. ○ Identifying and partnering with organizations within the community to increase outreach • COP activity and outreach to be tracked through Zuercher 	Ongoing
Police/Youth Initiatives	Lt. Crotty & COP Committee	<ul style="list-style-type: none"> • Explore/Formalize an officer reading program • Explore partnership with Big Brother/Big Sisters • Hosting and collaborating with other City Departments at open gyms • Annual Junior Police Academy • Identifying and partnering with the schools on already planned events and continue flexible outreach with the schools 	2 nd quarter 2019
Collaboration with Businesses	Lt. Crotty & COP Committee	<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 	Ongoing

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
Internal Communication	Specialty Unit Sergeants Chief/PSD Sergeants	<ul style="list-style-type: none"> • Bi-Weekly Updates emailed to department (K-9 is monthly) • Communicating when officers getting awards • Ensure all shifts receiving roll call 	Ongoing
Branding – External Communications	Lt. Crotty & PIOs	<ul style="list-style-type: none"> • Develop communications plan for PIOs: <ul style="list-style-type: none"> ○ Increase 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 • Partner with the communications department with branding and department information • Regular release of positive trends and statistics • Improve current web based event calendar 	1 st Quarter 2019
Branding - Internal	Cmdr.. Shortreed & Branding Committee Honor Guard	<ul style="list-style-type: none"> • Develop budget and internal branding plan. • Establish a department internal branding committee to establish the agencies core values • Re-evaluate Class A Uniform 	1 st quarter 2019 2 nd Quarter 2019
Employee Recognition	All Department Staff Sergeants Steiner & Busack Awards Committee	<ul style="list-style-type: none"> • Encourage culture shift to increase informal and formal recognition • Continue employee recognition event and explore adding recognition awards • Continue awards recognition in front of the City Council. • Addition of the “Sgt. Joe Bergeron” award 	3 rd quarter 2019

"Chief's notes"	Chief/PSD	<ul style="list-style-type: none"> • Updates on department & personnel 	When Relevant
Roll call updates	Chief/PSD Patrol Cmdr. Investigations Analyst (Cassie)	<ul style="list-style-type: none"> • Department updates • Division and policy updates • Case updates; charging & reasoning • Crime trends & continued development of actionable intel; information sharing between analyst and officers 	At least quarterly and when needed

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 	4 th Quarter 2019
COP outreach	Sgts Busack & Bierdeman	<ul style="list-style-type: none"> • Explore tracking COP hours in Target Solutions (12 hour min/employee) 	4 th quarter 2019
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 2020 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 2020 budget 	2 nd quarter 2019
Training Review Board	Training Unit	<ul style="list-style-type: none"> • Explore feasibility of creating a training review board 	1 st quarter 2019

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 Explore budgeting for staffing study in 2020 if 2019's budget cannot support 	3 rd Quarter 2019
Assess Patrol division staffing minimums	Labor Mgmt. Committee	<ul style="list-style-type: none"> Discuss the minimum number of officers on each shift/side Discuss how to handle extended leaves 	1 st Quarter 2019
Evaluate current patrol schedule	Labor Mgmt. Committee	<ul style="list-style-type: none"> Discuss if there is a need or desire for new schedule 	3 rd Quarter 2019
Assess Civilian Staffing Needs	Lt. Crotty & Labor Mgmt Committee	<ul style="list-style-type: none"> Discuss if current civilian staffing levels are adequate 	2 nd Quarter 2019
Continue growing crime scene processing unit	Cmdr. Kvam & Sgt. Nye	<ul style="list-style-type: none"> Add an officer to crime scene processing unit 	4 th quarter 2019
Focus on 2018 – 2021 Training Priorities	Supervisors & Command Staff	<ul style="list-style-type: none"> See Appendix 1 	Ongoing and as a part of the strategic plan process
Assess building and building-related needs	Chief/PSD Labor Mgmt. Committee Sgt. Bartz	<ul style="list-style-type: none"> Examine police related facilities/furniture to determine functionality and identify potential improvements Evaluate functionality of report writing stations Building Security 	4 th quarter 2019
Continue core training concept.	Commander Kvam & Training Committee	<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 2019
Leadership Track	Chief & Training Unit	<ul style="list-style-type: none"> Explore the development of a Public Safety Leadership Track 	2 nd Quarter 2019

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 sustainable mental health program	Chief/PSD & Fire Admin & Sgt. Dugas	<ul style="list-style-type: none"> • Maintain a formal mental health policy in regards to annual check-ins and follow-up services • Explore and formalize when debriefings take place 	Ongoing
Increase participation in the City's wellness program	Sgt. Johnson & Det. Fritze & 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 • Identify staff to encourage and assist with participation 	4 th quarter 2019
Promote physical health and ability	Patrol Commander Officers who are certified trainers Off. Hoemke & Lynch Sgt. Bierdeman	<ul style="list-style-type: none"> • Maintain 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 • Explore producing instructional fitness videos • New officers introduced to functional fitness • Establish fitness as an individual crew goal/expectation • Explore department level incentivizing of physical health • Explore training in regards to healthy sleeping habits 	Ongoing Ongoing 1 st quarter 2019
Explore nutritional training	Ofc. Micheletti & Ofc. Hoemke	<ul style="list-style-type: none"> • Explore roll call training related to healthy eating and suggestions for those who work shifts 	2 nd quarter 2019

FINALIZED: 12/20/2018

MAPLEWOOD POLICE DEPARTMENT



APPENDIX 1

2019 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)
- Strengths finders
- Advanced Officer Survival School

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

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
- 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 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:

- 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

2019 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. To be delivered in roll call discussions

5. Critical Incident Training
 - a. Delivered at In-Service by BCA