

Maplewood Police Department Strategic Plan 2022



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.

Action Steps	Person Responsible	Action Status	Target Date
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
	Lt. Hoemke, Patrol Sgts	Active problem-solving strategies will be reviewed daily by sergeants.	Ongoing
	Lt. Hoemke	Send 2 officers to POP course to get formal training to bring back to the PD and provide department wide training during in-service.	3 rd Quarter
Problem-solving information sharing.	LT Hoemke, Patrol Sgts	Successful examples will be highlighted to patrol.	Ongoing
Rental Housing Licensing and use in problem-solving.	Ofc. Bergeron	COP Coordinator/Rental Housing Officer continues to hold recurring meetings with this group in order to educate and share information with the owners / managers and tenants.	Quarterly
	Ofc. Bergeron	Maintain an updated Management / Owner contact information sheet, to include after hours contacts, in Zuercher / Target Solutions.	Ongoing

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.

Action Steps	Person Responsible	Action Status	Target Date
Community Outreach	Ofc. Bergeron	Plan, schedule, and conduct community outreach events at multi-family and rental housing communities.	4 th Quarter
	All Department Employees	Plan and conduct 20 positive, non-enforcement outreach events with targeted groups in 2022. Targeted groups include cultural groups, youth/schools/childcare, businesses, elderly, and faith-based groups.	4 th Quarter
		At least one of the 20 outreach events will be focused on each of the identified target groups.	Ongoing
	Lt. Dugas, Ofc. Bergeron	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 th Quarter
	All Department Employees	All department personnel, sworn and non-sworn, will complete 20 hours of community outreach during 2022.	4 th Quarter
Public Safety Citizen Academy	Ofc. Bergeron, Assigned Sgt.	Conduct a Public Safety Citizen's Academy	4 th Quarter
Jr. Police Academy	Ofc. Burt-McGregor, Ofc. Sanchez, Assigned Sgt.	Reach out to Tubman and Maple Ponds to gauge interest in a Maplewood Jr. Police Academy at those locations.	4 th Quarter
		If there is interest, plan and conduct a Jr. Police Academy at one or both of these locations.	4 th Quarter
Evaluate Community Outreach Events effectiveness	Lt. Dugas	Utilize Target Solutions to give feedback on COE events from his/her perspective. Comments related to what went well, what could be improved, resource shortages, etc.	Ongoing
Multicultural Advisory Committee	DC Busack, Sgt. Hawkinson	Social media communication about the MAC. What is it? What do they do? Who do they represent?	2 nd Quarter
		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

Multicultural Advisory Committee	DC Busack, Sgt. Hawkinson	Have officers regularly attend MAC meetings. Have MAC members attend roll-call and conduct ride alongs to increase information sharing as well as building the positive relationship between officers and the members of the MAC.	Ongoing, as needed
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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	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
	Chief Bierdeman	Significant event notification will be made to City Council Members through Chief Bierdeman.	Ongoing, as appropriate
	Lt. Hoemke Lt. Dugas Supervisors	Notifications sent through Aladtec to all department employees when events such as civil unrest will impact daily operations.	Ongoing, as appropriate
	Sgt. Hawkinson Sgt. Tazzell Ofc. Starkey	Bi-Weekly Report format created to provide more specific actionable information relevant to all department employees.	1 st Quarter
	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 quarterly written update from investigations, including cases, issues identified, and notes of good work.	Quarterly
	Lts, DC Busack	Mandatory annual one-on-one meetings with each line staff member.	2 nd Quarter
	A second optional time allocation for line staff members who want an additional one-on-one meeting.	4 th Quarter	
Roll Call Updates	Chief Bierdeman	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 nd Quarter, 4 th Quarter
	Patrol Officers Supervisors	Solicit feedback from patrol at least two weeks prior to roll call updates to identify specific issues to be addressed.	Bi-annually
	Investigations, 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
	Lt Hoemke Patrol Sergeants	Updated Daily Format for providing workplace direction consistently across shifts	1 st Quarter
External Communication	Lt. Dugas	Continue to work with the fire department to educate, inform, and engage the community through social media.	Ongoing
	Lt. Hoemke Supervisors	All supervisors will have access to social media accounts and receive media training.	2 nd Quarter
	All Department Employees	Notify Lt. Hoemke of interactions that may be reviewed for posting to social media.	Ongoing
	Supervisors	Supervisors will create 1 positive social media post per month highlighting a positive interaction on patrol.	Ongoing
Recruiting	Recruiting Committee	Continue to reach out to police officer candidates using creative and innovative platforms with a focus on colleges, universities, and skills programs.	Ongoing
		Create an updated recruiting video working with the Maplewood media team.	2 nd Quarter
		Update recruiting materials to include a way to highlight the different pathways to becoming a Maplewood Police Officer.	2 nd Quarter
		Conduct internal survey to determine criteria that is most important to officers in regards to being a destination department	1 st Quarter
		Conduct Recruiting Committee meetings at a minimum quarterly and increased as needed.	Quarterly
Employee Recognition	Ofc. Condon, Command Staff	Plan and hold a recognition event. Reach out to officers to get accurate numbers to plan appropriately.	3rd Quarter
	Lt. Dugas	Send out information on how to nominate an officer for an award.	1 st Quarter

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
Compliance Checks	Lt. Steiner, Records Staff	Conduct an educational round of compliance checks for alcohol and tobacco.	2 nd Quarter
		Conduct the required number of POR, alcohol, and tobacco compliance checks.	4 th Quarter
		Conduct the meeting with massage and liquor license applicants during their initial background investigation.	Ongoing
		Conduct introductory/refresher training for patrol officers assigned to compliance checks.	1 st Quarter
Strategic Plan Quarterly Review	Strategic Planning Committee	Create evaluation tool to be utilized to evaluate the strategic plan. Patrol, the MAC, and stakeholders will complete as part of our triannual reviews.	2 nd Quarter
		Conduct a review every trimester to evaluate progress and make adjustments as needed.	Triannual
		Meet with the MAC to review progress on the strategic plan.	Triannual
		Solicit input from stakeholders about our progress on the strategic plan.	Triannual
Quarterly Review of Employee Performance	Supervisors	Utilize updated Quarterly Review document to evaluate officers against the same criteria across all of patrol.	Quarterly
Embedded Social Worker Report	Lt. Dugas	The final quarterly report will be completed in March of 2022 which will complete the first full year having Embedded Social Workers. Going forward an Annual Report will be completed every December.	4 th Quarter
Use of Force De-Briefs	Training Unit	Training Unit Staff will review Use of Force incidents to determine if a debrief needs to be conducted. Debriefs will be led by a Training Unit staff member.	As needed
Focus on Public Safety Traffic Enforcement	All Officers	Traffic enforcement will focus on public safety to ensure the fair and equitable enforcement of traffic violations.	Ongoing
Patrol Expectations	Lt. Hoemke, Supervisors	Patrol expectations will be standardized and briefed to all shifts to ensure officers are held accountable to the same standards.	Ongoing

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	Lt. Steiner Sgt. Nye	Recruit, add, and train two new crime scene processing officers.	4 th Quarter
		Conduct refresher training for all current crime scene processing officers.	4 th Quarter
		Make sure all crime scene processing officers have the appropriate, necessary equipment for the position.	4 th Quarter
Building and Building-related Needs	All Department Employees	Examine police-related facilities/furniture to determine functionality and accessibility and identify potential improvements.	Ongoing
	DC Busack	Add History Wall to the PD to promote the legacy of the department.	4 th Quarter
	DC Busack	Update the lobby / entrance area of the department to include removing the old mail bins, displaying PD memorabilia, and replacing the front entry door.	3 rd Quarter
Leadership Track	Command Staff	Create a voluntary leadership development program for officers who are interested in receiving additional leadership training.	1 st Quarter
	Lt. Steiner, Assigned Supervisor	Create a formalized training program for officers identified to serve as OIC.	1 st Quarter
Core Training	Supervisors	Continue to ensure that officers complete training to meet core training expectations. See Appendix 1.	Ongoing
In-house Training for Report Writing and Approval	Lt. Dugas, Lt. Steiner	Create and conduct in-house training. 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 nd Quarter
Roll Call Training	Lt. Hoemke	Create and implement in house training calendar for roll-call to ensure training tasks, policy updates, and other updates in law enforcement are being communicated to patrol.	1 st Quarter

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	DC Busack, 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 st Quarter
	Lt. Hoemke	Incentivize mental health check-ins by adding it as one of the options for completing your 2 nd Tier within the city wellness program.	1 st Quarter
	FTO Coordinator	New employees are required to attend one mental health check-in their first year.	Ongoing
City Wellness Program	Lt. Hoemke, 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 st 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.	1 st Quarter
Physical Fitness / Nutrition	All Department Employees	Maintain a well-rounded fitness center that is focused on physical fitness and cardiovascular health.	Ongoing
	Fitness Coordinators	Conduct a department wide physical fitness assessment to get a baseline for where the department is currently at in relation to overall physical fitness.	4 th Quarter
	Lt. Hoemke	Conduct at least 1 nutrition / fitness brief during in-service.	1 st Quarter

FINALIZED: 12-31-2021