



St. Anthony Police Department

2018 Strategic Plan



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Mission Statement: The Mission of the St. Anthony Police Department is to improve the overall quality of life by preserving the peace and safety of the community.

Vision Statement: The St. Anthony Police Department is committed to hire, develop and retain dedicated professionals who are devoted to exceptional policing service and creating a safe and secure community that is a desirable place in which to live, learn, work and play.

GOALS AND OBJECTIVES

The following are 9 goals that police department and community members have identified as part of the department's strategic plan. Each of these goals require objectives if they are to be achieved and must meet the following guidelines. It must be:

S – Specific M – Measureable A – Attainable R – Relevant (mission-oriented) T – Time-based

GOAL ONE

Develop and sustain community partnerships, foster community inclusiveness, and be viewed as partners in the community.

OBJECTIVES

- Continue and enhance the COPS vs. Kids basketball event.
- Develop and enhance outreach via cable access television.
- Enhance the structure of the social media platform to better leverage technology and department members as a resource. More creative content.
- Develop inclusion strategies with various groups within the community (i.e. apartment complex groups, senior population, low income housing, youth, etc.).
- Create a better measurement tool for department community engagement efforts, especially those that occur during patrol activities.
- Use community engagement data to reward and recognize officers for their efforts.
- Participate in more formal committees, such as with faith-based groups, race and equity groups, youth groups, etc.
- Provide more community education events, such as a revamped citizen's academy, more community meetings, a police department open house, etc. Topics for training could include, what to expect when being stopped by police, how to bring about a complaint or compliment, presentation of crime statistics.
- Dissemination of a community survey to gauge the effectiveness of department efforts.

- Engage community members to provide education to the department. Possibly a social services agency or other groups to provide short educational opportunities at roll call or as part of other department sanctioned training.
- Increase engagement with our schools beyond D.A.R.E. and the part-time School Resource Officer position.

GOAL TWO

Review and reorganize the Principles and Practices document.

OBJECTIVES

- Evaluate policies to ensure that they reflect the vision and mission of the department.
- Evaluate policies to ensure that they reflect the principles of Procedural Justice/Fair & Impartial Policing.
- Assess the following policies as high priority:
- Traffic and pedestrian safety
- Use of Force
- De-escalation
- Emergency response and pursuit driving
- Fair & Impartial Policing and Procedural Justice
- Responding to the mentally ill
- Reorganize and restructure the policy manual.
- Distribute, train, and assure compliance with the new and updated policies.
- Evaluate the use of an outside source to accomplish these goals (i.e. Lexipol).

GOAL THREE

Enhance our training capacity and professional development in support of the department's mission. Seek opportunities to increase understanding of the public's and departments shared responsibilities for public safety.

OBJECTIVES

Internal Training:

- Identify and ensure compliance with new state mandated training.
- Research and implement web-based roll call training. (Lexipol offers this type of daily web-based training).
- Develop and ensure tracking of training to document its connection to a specific goal(s) of the strategic plan.
- Identify mechanisms to better inform the public of training accomplishments, successes, benchmarks, and priorities.

- Encourage officers to pursue grants to offset cost of training that they wish to pursue that is in line with the department's strategic plan.

External Training:

- Expand use of quarterly newsletter and social media for public education on relevant police topics.
- Attend established community meetings to present various, relevant police topics.
- Utilize social media for more outreach.
- Identify agencies where there is a public safety nexus to look for shared training.
- Seek out opportunities for cooperative learning with non-police agencies.

GOAL FOUR

Shift focus from “traffic enforcement” to “traffic and pedestrian safety.”

OBJECTIVES

- Use data to identify where traffic is not safe or perceived not to be safe.
- Use community contacts and outreach efforts to determine perceived unsafe areas.
- Develop a web-based forum for community members to notify the department of traffic and pedestrian safety concerns.
- Develop a problem-solving partnership approach with county engineers and city officials regarding safety issues, such as signage and landscape issues.
- Develop specific enforcement strategies to address traffic and pedestrian safety issues revealed by the collected data.
- Utilize the principles of the Procedural Justice training received by all officers to enhance communication and messaging during traffic stops.
- Recognize and reward traffic and safety efforts on behalf of officers.

GOAL FIVE

Enhance focus on crime prevention, intervention, and suppression. Utilize the S.A.R.A. model (Scanning, Analysis, Response, Assessment) as a department-wide approach.

OBJECTIVES

- Identify crime and disorder issues, behaviors, and locations. Utilize our Community Engagement Unit to lead the prevention, intervention, and suppression of issues.

To identify issues, officers can utilize the following resources:

- Police department records management system
- Data from the school district

- Apartment complex managers/association members
- Code enforcement personnel
- Feedback from business owners
- Feedback from faith-based organizations
- Block captains
- Establish strategies to mitigate identified problems
- Encourage a mindset of correcting and reducing disorder in the long term
- Provide easily assessable tools to officers to assist them with addressing disorder issues (i.e. quick reference guide of referrals to social programs, develop partnerships with organizations in the community)
- Develop electronically available services to send to community members
- Enhance the means in which the department informs the public of crime trends

GOAL SIX

Continue and enhance employee wellness programs and resources.

OBJECTIVES

- Identify an officer to take the lead of the program.
- Obtain input from employees as to what type of support they want and need. Possible department survey.
- Provide a resource guide for the families of officers.
- Enhance our chaplain program to include faith-based leaders from the community.
- Explore the requirement that all new hires meet with a chaplain to become better oriented with the program and the available services.
- Educate other employees about access to each of these programs
- Develop a resource guide to disseminate to officers and families
- Roll call trainings
- Bulletins
- Develop a policy for an early intervention system to, in part, refer officers to the employee wellness programs, when necessary.

GOAL SEVEN

Restructure the professional development process.

OBJECTIVES

- Revamp the performance evaluation process to more accurately reflect the employee's overall performance.

- Evaluation is based on the employee's attainment of their identified goals that relate specifically to the vision, mission, and strategic plan of the department.
- Quarterly meeting between supervisors and employee to check the status of their goals and progress toward them.
- Become more intentional about the training supervisors receive in employee motivation and employee development.
- Continue and look for ways to improve the mentorship program for new hires.

GOAL EIGHT

Evaluate the department's accountability processes. (commendation & complaint process; transparency of process for officers and public)

OBJECTIVES

- Review best practices in regard to the complaint process
- Update the complaint process to ensure:
- Consistency of how incidents are recorded, tracked, and documented
- Use of complaints feed into our early warning system
- Citizen complaint forms are accepted by various means
- Officers are educated about the process and understand the steps of the complaint process
- Complainants are properly notified about the result of the investigation
- Improve the transparency to the public about the department's complaint and commendation process (website, social media, a "how are we doing" card, etc.)
- More visibly share officer commendations to other officers and the public.

GOAL NINE

Enhance our ability to recruit, hire, and retain employees that reflect the vision, mission, and values of the communities we serve.

OBJECTIVES

- Increase the applicant pool for police officer positions, specifically those with diverse backgrounds
- Educate officers that they are recruiters in all of their activities
- Become more active in recruiting at high schools, colleges, job fairs, etc.
- Utilize the strategic plan to brand and market the department to potential candidates.
- Improve the officer interview selection process
- Consider community input in the interview process
- Develop retention strategies