

Columbia Police Department Strategic Plan May 2013 - FY 2015

Mission

Our Mission is to protect and serve by partnering with the community to solve problems and responsibly enforce the law.

	Vision
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Our vision is a safe and successful community served by an innovative team of trusted professionals dedicated to providing excellent service and engaging our community as a valued partner.

Core Values

Character: Through qualities such as honesty, courage, and integrity, we take great pride in this community and have the highest respect for its citizens, and will continue to provide the service our community deserves.

Professionalism: Our department values the continuous education of our officers and innovations that allow us to provide the highest level of service to our community. We will treat every citizen with fairness and respect.

Dedication: We are committed to partnering with the community to provide superior police services.

Columbia Police Department Strategic Plan May 2013 - FY 2015 Strategic Priority: Workforce	
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Goal Statement: Create an environment that attracts and supports a diverse group of engaged, high performing employees; encourages an unified team approach to accomplish departmental goals, and ensure retention of institutional knowledge								
		0%	25%	50%	75%	100%		
			Person Responsible	Target Completion Date	Progress	Comments		
Improve two-way communications			Lt. Scott Young					
-Form a committee to submit recommendations for improved electronic, face to face and formal upward communication			Lt. Scott Young	August 2013		Suggestions include: suggestion box, formal upward communication requiring a response		
-Implement approved recommendations of the committee			Police Command Staff	April 2014				
Increase workforce understanding of Mission, Goals, and Objectives			Sgt. Joe Bernhard					
-Publically post Mission, goals and objectives in a variety of locations and formats			Sgt. Joe Bernhard	August 2013		Suggestions include signs, website, stationary, vehicles		
-Training for all employees about the strategic plan, mission and priorities			Lt. Geoff Jones	January 2014		Use in-service training, include civilian personnel		
-Purchase materials to distribute advertising new CPD Brand			Sgt. Joe Bernhard	August 2013		New challenge coins, t-shirts, uniform shirts for civilians, etc		
-Relate Mission, Goals and Objectives to employee recognition documents			Employee recognition committee	On-going starting in June 2013				

Increase the number of qualified applicants while building a diverse workforce	Lt. Geoff Jones	FY2015		Increase by 5 % per year		
-Implement recruiting program in which we recruit in areas where we have not recruited before	Lt. Geoff Jones	FY2014				
-Improve presentation materials of recruiters	Lt. Geoff Jones	August 2013				
-Develop a core group of police recruiters	Lt. Geoff Jones	August 2013				
-Create a recruiting Marketing plan	Sgt. Joe Bernhard	August 2013				
-Create recruiting incentives for current officers who successfully recruit an officer who then makes it through Field Training	Lt. Geoff Jones	January 2014		Suggestions include: Career development points, time off, gift card		
Support the elimination of our salary compression issues	Deputy Chief Dianne Bernhard					
-Participate in the pay and salary study being conducted by the H.R. Department		May 2013				
-Once identified, request the necessary funding to resolve the issues	Deputy Chief Dianne Bernhard	FY14				
-Implement policy to eliminate future compression issues	Deputy Chief Dianne Bernhard	FY14				
Respond to employee concerns through evaluation and revision of the current promotional process	Capt. Shelley Jones	January 2014				
-Create a committee and possibly secure a consultant to evaluate and revise our current promotional process	Capt. Shelley Jones	July 2013				
Improve Overall Morale				Suggestion: Career Development Program for Civilians		
-Form a committee to implement team building/peer support and mentoring activities	Lt. John Gordon	July 2013				
-Add a volunteer department chaplain for employee support if they so choose	Lt. Barb Buck	January 2014				
--Conduct yearly inter-departmental "climate" surveys	Capt. Shelley Jones	June 2013				
Improve the retention of institutional knowledge through succession planning	Capt. Jill Schlude					

-Implement a job shadowing plan			Capt. Jill Schlude	January 2014				
-Develop continuity plans for designated positions			Bureau Captains	January 2015		This could include Field Training Programs for positions, On the job training or written plans; possibly develop written manuals for positions		
-Develop Career plans with each employee			Bureau Captains	October 2014				
-Increase use of our own subject matter experts in the instruction of our own officers			Capt. Shelley Jones	October 2014				

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Strategic Priority: Infrastructure

Goal Statement: Construct facilities that are modern, strategically-located, sensitive to future growth, provide an efficient work environment, and support/encourage increased public interactions and partnerships.

								
		0%	25%	50%	75%	100%		
			Person Responsible	Target Completion Date	Progress	Comments		
Build NE Precinct			Chief Ken Burton	FY16		Needs assessment was completed in 2012		
-Community Outreach/Education of Police Building needs assessment			Chief Ken Burton	August 2014				
-Capital ballot initiative 2014			Chief Ken Burton	August 2014				
-Design of Building			Chief Ken Burton	April 2015				
Finish Office Space at the CPD Training Center			Capt. Brad Nelson	October 2014				
-Identify and secure CIP funding			Deputy Chief Dianne Bernhardt	April 2013		Funding is approved in the 2014 CIP		
-Design of project; contract with builder			Capt. Shelley Jones	December 2013				
-Remodel construction			Capt. Shelley Jones	March 2014				

Columbia Police Department Strategic Plan FY 2012 - FY 2015 Strategic Priority: Technology	
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Goal Statement: To be on the cutting edge with technology use and the ability to place information and equipment in the hands of officers and employees who use it in their daily work. (This will include training, web based report, crime mapping, records management and replacement and update of current systems and equipment.)



100%

Comments

Add TASERS to plan; Add Traffic equipment to plan, Add ALPR's, FET equip, portable fingerprint scanners, ipads, cell phones, axon cameras, patrol cameras, laptops, TC bldg video, CVSA equipment

Utilize advances in software and analytics to place crime information into employee's hands for use in their daily work and make available to the public as appropriate	Crime Analyst Jerry East	On-going				
-Updates to 48 hour map	Jerry East	January 2014		Work with I.T. Department to implement		
-Create and Implement monthly manager meeting analysis templates	Jerry East	June 2013				
Create and maintain a system allowing citizen's to make specifically determined reports through the internet	Capt. Shelley Jones					
-Purchase and implement CopLogic software	Capt. Shelley Jones	October 2013		Funds identified in forfeiture account		
-Place terminal in lobby for citizens to use for reporting	Capt. Shelley Jones	February 2014				
-Promotion of online reporting	Sgt. Joe Bernhard	February 2014				

[illegible]

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Strategic Priority: Crime and Fear of Crime

Goal Statement: Reduce crime and increase (improve) our citizen's perception of safety in our community.

								
		0%	25%	50%	75%	100%		
			Person Responsible	Target Completion Date	Progress	Comments		
Implement a data driven accountability based approach to geographic policing			Deputy Chief Dianne Bernhard	October 2013		Crime Analyst is developing manager's notes to be used in the meeting		
-Create templates to use			Jerry East	June 2013				
-Monthly managers meetings			Deputy Chief Dianne Bernhard	July 2013				
Using multiple outlets, educate the community about crime prevention			Sgt. Joe Bernhard	on-going				
-Create videos, use social media messages, PSA, lobby screens, website specific information			Sgt. Joe Bernhard	on-going		Facebook/Twitter use has increased; one video was completed		
-Increase utilization of Neighborhood Watch program			Captain Brian Richenberger	January 2014				
-Hold Neighborhood/Town meetings			Patrol Lieutenants	on-going		Currently attend when invited; next goal is to identify areas in which we are not invited and/or meetings do not exist		
-Develop and create an outside news letter			Sgt. Joe Bernhard	August 2013				
-Partner w/ Universities, schools, larger apartment complexes and businesses to distribute crime prevention information			Sgt. Joe Bernhard	January 2014				
Partner with specific neighborhoods, related agencies and/or groups to problem solve specific crime problems			Capt. Brian Richenberger	on-going				
Formalize the process for Problem Oriented Policing (POP) projects			Capt. Brian Richenberger	January 2014		POP projects are getting done currently--no tracking mechanism		
-Create and implement POP project tracker			Capt. Brian Richenberger	January 2014		Google Site?		

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Strategic Priority: Community Relations/Partnerships

Goal Statement: Develop an increased relationship of mutual trust with the community, based on partnerships and cooperative problem solving, and resulting in an increased positive image of the Columbia Police Department.

								
		0%	25%	50%	75%	100%		
			Person Responsible	Target Completion Date	Progress	Comments		
Develop a media plan, guiding our message and communicating our successes			Sgt. Joe Bernhard	September 2013		Successes are increasingly being communicated; no formal plan in place		
Increase the positive officer contacts/public relations events with community groups and residents			Sgt. Bernhard/ Patrol Staff	On-going		Several positive events scheduled in the upcoming months		
-Track meetings that currently attending			Jerry East			Need mechanism in place to track these		
-Seek out "meaningful" meetings to attend			Patrol Staff	On-going				
-Create packets/materials for officer use			Sgt. Joe Bernhard	On-going; increase availability and variety				
-Promote events in which CPD is participating			Sgt. Joe Bernhard	On-going		Currently being done through media release; facebook and Twitter; need to increase followers and look for other avenues		
-Create a System of joint patrol/citizen committees to develop and assure dialog with the community, especially those areas most vulnerable to crime			Capt. Brian Richenberger	January 2014				
Increase promotion of a positive CPD image through the Branding process			Sgt. Joe Bernhard	October 2013		Brand has been identified		
-EXTERNAL: New branding on cars, shirts, stationary, website, backdrop, stickers			Sgt. Joe Bernhard	October 2013		Mock-ups completed for t-shirts and media banners		
-INTERNAL: Visuals, email signatures, etc			Sgt. Joe Bernhard	October 2013				
Pursue Accreditation through CALEA			Officer Bob Dochler					
-Implement Power DMS to assist in the process			Sgt Chad Craig	June 2013				
-Vet current policies through Human Resources			Sgt Chad Craig	August 2013				
-Sign Accreditation agreement with CALEA			Officer Bob Dochler	January 2014				
-Complete Proofs of current policies and change policies to meet all standards			Officer Bob Dochler	December 2015				
-Change procedures/equipment to meet all CALEA standards			Officer Bob Dochler	December 2015				