

MICHIGAN STATE POLICE



STRATEGIC PLAN

JANUARY 1, 2013 - DECEMBER 31, 2017



S E R V I C E W I T H A P U R P O S E



Service With a Purpose

**The Strategic Plan of the Michigan State Police
January 1, 2013 – December 31, 2017**

This strategic plan is a roadmap to our 100th anniversary, providing our members and customers with the goals and objectives we will work to achieve over the next five years. Much has changed throughout the department's storied history, but our unwavering commitment to SERVICE through EXCELLENCE, INTEGRITY, and COURTESY remains steadfast.

For the proud members of the Michigan Department of State Police, our mission is all about delivering a quality service and exhibiting commitment to the citizens of Michigan in both word and deed. At the end of the day, it comes down to providing excellent customer service in every interaction by developing lasting connections to our communities and consistently exceeding the expectations of the citizens and public safety partners we serve.

I am convinced that in communities where there is an uncompromising commitment to public safety, economic growth and prosperity will return. Because crime is mobile, the law enforcement services we deliver today must be flexible and responsive. I'm proud to tell everyone that the statewide services the Michigan State Police delivers are dynamic and no-nonsense, and frankly, funding for these diverse services is a wise use of taxpayer dollars.

Since our inception in 1917, the Michigan State Police has always had a regional focus due to our statewide jurisdiction. However, the department fully embraced this concept in late 2011 with the implementation of our Regional Policing Plan. This strategic plan continues this commitment and evolution, ensuring the department continues to pursue new and innovative policing methods.

The strategic plan also makes a significant investment in our most important resource – our employees – by investing in recruiting, training, and technology.

At all levels within our department, “excellence, integrity, and courtesy” are not just words in our Value Statement; they are our guiding principles, the pillars that frame our behaviors and actions. These are challenging yet rewarding times, and I'm optimistic about our future!



Col. Kriste Kibbey Etue
Director, Michigan State Police



MISSION

Provide the highest quality law enforcement and public safety services throughout Michigan.

VISION

Be a leader and partner in law enforcement and public safety, with a highly trained, full-service state police force that is mobile, flexible, and responsive to emerging public safety needs across Michigan.

VALUE STATEMENT

A PROUD tradition of SERVICE through EXCELLENCE, INTEGRITY, and COURTESY

PHILOSOPHY OF LEADERSHIP

The department achieves its mission through employees who distinguish themselves as leaders by their ability to earn respect, instill confidence, and strengthen morale by providing vision, accountability, and recognizing individual contributions and achievements.

Goal 1

Provide statewide policing to enhance public safety.

The Michigan State Police (MSP) seeks to be a world-class police agency that leads the way in adopting new and innovative policing methods and tools, providing an exceptional value for the investment.

1.1 Increase patrol operations through the continued implementation of the Regional Policing Plan (RPP) by December 31, 2015.

In March 2011, the MSP announced the adoption of a regional policing model designed to provide increased services while relying less upon traditional “bricks and mortar” post buildings. The plan emphasizes enhanced technology and data-driven policing.

A. Expand the use of evidence-based policing strategies across the department by December 31, 2013.

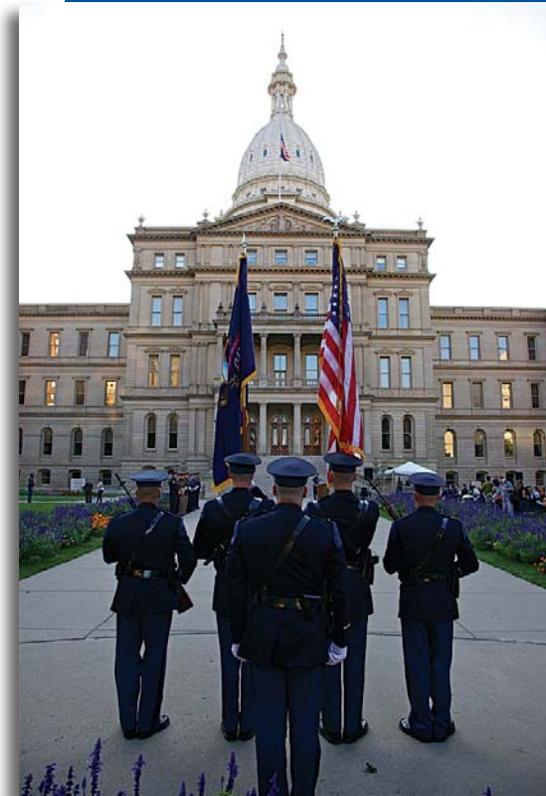
Apply the principles of Data Driven Approaches to Crime and Traffic Safety (DDACTS) and evidence-based policing practices to other areas of the department, including all posts and various specialty areas, to reduce crime and improve traffic safety.

B. Implement an assigned patrol vehicle program by December 31, 2015, to increase patrol visibility and operational efficiency.

Evaluate the current pilot program and expand the program as additional fleet resources are obtained.

1.2 Increase community outreach and prevention services by 20% for purposes of crime prevention and education by June 1, 2015.

To increase community outreach, 21 Community Service Troopers (CSTs) were established in some post areas to enhance MSP’s connection with the community. The CSTs provide education and establish partnerships to address crime prevention and detection. The number of CSTs will be assessed with the goal of establishing at least one CST at each post based on need. The community involvement and outreach of post commanders and district commanders will also be tracked. The MSP Prevention Services Unit of the Grants and Community Services Division will formalize the classes, training, and presentations offered by the unit. An assessment of how to broaden the scope and delivery of these classes will be completed.



1.3 Increase overall MSP crime clearance rate to 60% by December 31, 2014.

Utilizing DDACTS and evidence-based policing practices, patrols will be directed to high crime areas, increasing presence and enforcement. Troopers will be utilized to provide additional investigative support in the investigation of violent crimes. District commanders will receive a quarterly scorecard report on violent crime and clearance rates by district and work site to assist in addressing crime. Work site inspections will review investigative efforts and the Automated Incident Capture System (AICS) closure coding to ensure quality investigations and proper case closure.



1.4 Focus patrol and investigative resources to improve public safety in communities utilizing DDACTS and evidence-based analysis capabilities by December 31, 2014.

In March 2012, Governor Snyder delivered a Special Message to the Legislature on Public Safety, saying Michigan must attack crime through a comprehensive system of “smart justice” that recognizes the connection between enforcement, prevention, and economic opportunity. In response to the Governor’s directive, the MSP developed the Secure Cities Partnership (SCP) in the cities of Flint, Saginaw, Detroit, and Pontiac. This same concept will be used to deploy resources statewide.

A. Monitor violent crime trends statewide and adjust department resources as needed to address the most violent areas of the state by December 31, 2013.

Analyze violent crime trends to determine where department resources can be most effective, taking into account economic conditions of communities and the availability of other public safety resources.

B. Conduct an internal analysis of specialized services by December 31, 2013.

Conduct an internal analysis of specialized services to identify effectiveness. The analysis will include a review of staffing, geographic deployment, costs, and scheduling (are shifts consistent with predicted high volume times).



C. Identify and pursue funding as needed to address emerging public safety issues annually each August.

As needs are identified, funding opportunities will be pursued through the state budget and grant processes.

1.5 Institute new traffic safety initiatives by February 28, 2014.

Proactively educating and enforcing impaired and distracted / drowsy / careless driving has the potential to greatly reduce the number of serious crashes. Education and enforcement of restraint use minimizes injury and death when crashes do occur. Working with the Traffic Services Section, every post will develop at least one traffic safety initiative, supported by crash data, annually.

1.6 Reduce the average turnaround time of forensic evidence testing to 30 days by December 31, 2016.

The Forensic Science Division will achieve an average turnaround time of 30 days by employing a diverse set of strategies that bring laboratory capacity into balance with demand. Modest increases in staffing are but one strategy. Clearing of adjudicated cases, enhanced customer service practices, the teaching of triage skills to police officers and prosecutors who can better prioritize evidence, and the improvement of internal analysis processes are among the strategies to be used.

1.7 Build and occupy a new State Emergency Operations Center by September 30, 2015.

The State Emergency Operations Center (SEOC), Michigan Cyber Command Center (MCCC), and Michigan Intelligence Operations Center (MIOC) will be consolidated into a single facility at the state's General Office Building (GOB) in Lansing. Mission critical functions of these groups will be housed in a new hardened structure. Administrative support functions will be housed in existing office space at the GOB.

1.8 Develop a statewide communications interoperability strategic plan with goals, objectives, and timelines by September 30, 2015.

Working with the Council on Law Enforcement and Reinvention (CLEAR), formulate recommendations for improving Michigan's public safety communications systems, including the implementation of Next Generation 9-1-1 (NG 9-1-1).



Goal 2

Invest in our employees by providing the highest quality training and technology.

The department recognizes our members are our most valuable resource, without whom our mission cannot be accomplished. Investing in our members will pay dividends in the quality of service and employee retention.

2.1 Conduct a minimum of one recruit school annually beginning in December 2015.

Actively recruit and select qualified candidates for annual trooper schools based on MSP hiring standards.

2.2 Develop a comprehensive recruiting plan by December 31, 2013.

Develop a plan to actively recruit individuals for all positions, with special focus on key specialty positions within the department, to include trooper, motor carrier, forensic science, biometrics, emergency management, and homeland security.

2.3 Develop and implement classification-specific continuous education training by September 30, 2014.

A Career Enrichment Plan will be implemented for all five job classification groups: 5-8, 9-11, 12-13, 14-15, and 16 and above. Each plan incorporates essential job function skills for that classification, as well as prepares the member for advancement to the next classification level.

Each Career Enrichment Plan is targeted to be completed over a period of five years. Members are required to complete the courses designated for their group each year.

2.4 Develop a two-week management and leadership development class by September 30, 2013, for all enlisted and civilian members at the 14-level and above. Class to be implemented beginning in January 2014.

This class, which will be tailored after the FBI's National Academy, will be designed to prepare members to serve in management and leadership roles within the department.



2.5 Integrate various department applications and databases to increase operational and administrative efficiency by September 30, 2014.

Currently, there are numerous databases and applications (employee information, equipment inventories, phone lists, etc.) used on a regular basis throughout the department that do not interact with each other. By integrating these sources of data, the quality of information will be enhanced and redundant entry of data will be lessened.

2.6 Implement the records management system e-AICS and integrate it with other eApplications by October 31, 2014.

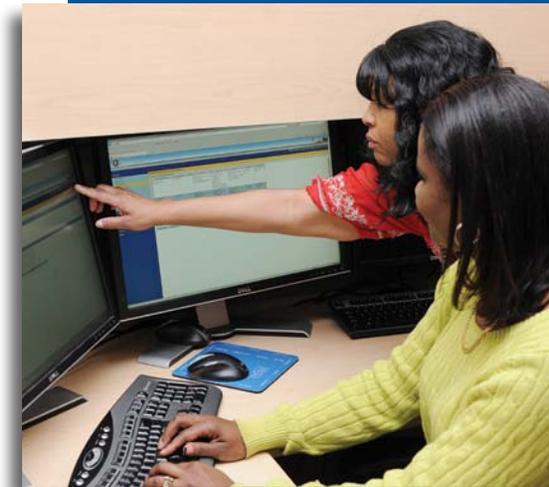
The department's current incident records management system does not operate seamlessly in the mobile environment of a patrol vehicle (i.e., officer daily, e-crash, e-citation). Resolving the issues that limit this capability will increase data accuracy and reduce the amount of administrative time spent by troopers by eliminating the repetitive entry of information.

2.7 Construct an outdoor range and a simulated training city to support public safety training programs by September 30, 2017.

The outdoor range and simulated training city will be a multi-faceted training center with statewide, regional, and national capabilities. The simulated training city would be used to teach public safety members investigative techniques, firearms skills, defensive tactics, and many other law enforcement scenarios. Scenarios involve investigation of terrorist activities, planning and making arrests, processing evidence at crime scenes, conducting interviews and searches, using ballistic shields as protection, and clearing areas and buildings so they are safe to enter.

2.8 Develop a voluntary department-wide employee wellness program by September 30, 2013, for implementation in 2014.

To build a stronger department, we must build a healthier department. A voluntary employee wellness program will be developed for all members, enlisted and civilian. It will focus on a holistic approach to health, nutrition, and physical fitness.



Goal 3

Enhance customer service by building on the department's foundation as a service organization.

At its core, the MSP is a service organization. Our commitment to superior service fits well with the Good Government initiative, developed by Governor Rick Snyder and chaired by Lt. Governor Brian Calley, which seeks to bring a unified and comprehensive approach to state government by applying a framework of performance management, service and process optimization, employee engagement, and change management.

3.1 Establish standards of performance for enforcement members in the field by May 31, 2013.

Utilizing crime and traffic data and population trends, develop standards of performance for every enforcement member.

3.2 Align Group 4 performance objectives with the department's Strategic Plan by April 30, 2013.

It is important for top management staff to be focused on those initiatives identified as being critical to the department's overall mission and direction.

3.3 Ensure all department members have performance objectives that align with the department's Mission by December 31, 2013.

3.4 Ensure all department members at the 14-level receive media relations training. Select and train one enlisted member at each district and post to serve as a public information officer (PIO) by December 31, 2013.

Basic media relations training will be provided to all members at the 14-level and above. By providing advanced media relations training to at least one enlisted member at every district and post, we will



build a cadre of PIOs who can develop ongoing professional relationships with media in their area, as well as handle media response during critical incidents.

3.5 Conduct an analysis of administrative support staffing levels by December 31, 2013.

The analysis will evaluate whether recent realignments in the department's organizational structure require adjustments to current administrative support staffing, both in number and work location, to ensure optimum customer service at all work sites. The analysis will also explore creative options for addressing a lack of administrative support at all work sites.



Strategic Planning Team

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Facilitator: Col. (ret) Berri K. Meyers, Department of Military and Veterans Affairs

MSP Web Addresses

www.michigan.gov/msp

www.facebook.com/MichiganStatePolice

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<http://www.youtube.com/michstatepolice>

<http://msprecruits.wordpress.com>







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