



# Champaign Police Department Strategic Plan

## Service *through* Trust, Integrity, and Respect

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# Strategic Planning



- Strategic planning is an organization’s process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy
- It is used to set priorities, focus energy and resources, strengthen operations, and to ensure that employees and other stakeholders are working towards common goals
- Within this document, CPD’s strategic plan outlines our organizational mission, guiding principles, and over 70 action steps that have been developed by four major initiatives

# Strategic Planning Process



- Discussion Began June 2013
- Facilitated by a 3<sup>rd</sup> Party Consultant
- Communications gathered via:
  - Small Group Discussions
  - Feedback Surveys
  - 1-on-1 Interviews
  - Core Planning Committee, including internal and external stakeholders

# Fostering a Vision for 21<sup>st</sup> Century Policing



CPD's strategic plan embodies principles identified by the President's Task Force on 21<sup>st</sup> Century Policing, including focus on:

- Building Trust and Legitimacy
- Policy and Oversight
- Technology and Social Media
- Training and Education
- Officer Wellness and Safety
- Community Policing and Crime Reduction

# CPD Mission Statement



**The Mission of the Champaign Police Department** is to serve our public by the **unwavering protection** of all citizens, through **unconditional respect** and **collaborative efforts** with our community.



# CPD Values | Guiding Principles



## Service

providing the highest quality of service while considering the changing needs of our community

## Trust

building trust by working in partnership with the community and working collaboratively within the department

## Integrity

performing our roles with the highest level of integrity

## Respect

consistently treating everyone we encounter with unconditional respect

# Four Major Building Block Initiatives





# COMMUNITY SAFETY & CONNECTIONS

Work with the community to keep Champaign a safe place to live and work



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INITIATIVE I – Community Safety & Connections

**I-A: Provide Appropriate Resources to our Community**



ACTION STEPS	TIMING
Achieve and maintain full staffing levels	Ongoing
Continue support of Youth Assessment Center Station Adjustment Program	Implemented - Ongoing
Support Community Coalition	Implemented – Ongoing
Research impact/feasibility of Community Resource Officers	2016

INITIATIVE I – Community Safety & Connections

**I-B: Identify Problems and Effective Solutions with the Public, Using Best Practices**



ACTION STEPS	TIMING
Enhanced Domestic Violence Protocol county-wide and measurement of impact	Implemented – Ongoing
Allocate resources based on Intelligence Led Policing methods	Implemented - Ongoing
Continue ILEAP Accreditation Certification annually	Implemented – Ongoing
Alarm reduction effort	2015
Implement re-entry program for Champaign residents returning from IDOC	2017

INITIATIVE I – Community Safety & Connections

**I-C: Use Data and Information to Improve Service Delivery**



ACTION STEPS	TIMING
Use electronic crash reporting software	Completed
Purchase Live Scan to Print	Completed
Share resources through county-wide ARMS use	2015

INITIATIVE I – Community Safety & Connections

**I-D: Expand Methods to Provide Timely and Relevant Information**



ACTION STEPS	TIMING
Branding Campaign	Ongoing
Share crime data with public via Crime Reports	Implemented - Ongoing
Media reports	Implemented – Ongoing
Use media studio to produce CPD public service announcements & social media to relay Department messages	2015

INITIATIVE I – Community Safety & Connections

**I-E: Educate the Community Regarding Crime Prevention**



ACTION STEPS	TIMING
Promote use of Crime Stoppers	Implemented - Ongoing
BEST/TIPS Training	Implemented - Ongoing
Educate Citizens through Outreach Programs/Activities	Implemented - Ongoing
Meet with Neighborhood Groups to share information	Implemented - Ongoing
Officer Highlights	Implemented - Ongoing
CPD Open House	2016



# TRUST and TRUST BUILDING

Build Trust Within and Outside of the Department



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INITIATIVE II – Trust & Trust Building

**II-A: Increase and Maintain Diversity in the Police Force**



ACTION STEPS	TIMING
Explorer Program	Implemented - Ongoing
Mentor Officer Program	Implemented - Ongoing
Support Efforts of Diversity Leadership Council	Implemented – Ongoing
Develop and Implement Targeted Recruitment Plan – Lateral and New Hires	2015

INITIATIVE II – Trust & Trust Building

**II-B: Improve Communication with All Stakeholders**



ACTION STEPS	TIMING
Share Problems with Community Groups and Neighborhood Groups	Implemented - Ongoing
Walk as One Campaign	Implemented - Ongoing
Increase Command Presence to Address Employee Concerns	Implemented - Ongoing
Line Advisory Group	Implemented - Ongoing



INITIATIVE II – Trust & Trust Building

**II-C: Enhance Tools to Encourage and Consider Internal & External Feedback**



ACTION STEPS	TIMING
Feedback through Electronic Means i.e. Social Media/Website	Implemented - Ongoing
Community Survey	2015
Implement 360 Feedback Program for Supervisor Development (Pilot Completed)	2016

INITIATIVE II – Trust & Trust Building

**II-D: Increase Transparency in Decision-Making through  
Timely & Effective Communication**



ACTION STEPS	TIMING
Use of Force Review Board	Implemented - Ongoing
Union Meetings/No Stars-No Bars Meetings	Implemented - Ongoing
Human Relations Committee Report	Implemented – Ongoing
Annual Reports	Implemented – Ongoing



# EMPLOYEE WELLNESS, TRAINING, and DEVELOPMENT

Develop Members of the Department



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INITIATIVE III – Employee Wellness, Training, and Development

**III-A: Provide Training & Opportunities for Continued Professional Growth**



ACTION STEPS	TIMING
Examine/Implement rotating assignments	Implemented - Ongoing
Roll Call Training and Education	Implemented – Ongoing
Succession Planning for Department	2015
Examine and improve process for Career Development	2015
Include goal setting in evaluation process for all employees	2016

INITIATIVE III – Employee Wellness, Training, and Development

**III-B: Enhance Resources for Employees to Successfully Meet Department Goals**



ACTION STEPS	TIMING
Increase and Improve IT Support	Ongoing
Employee Wellness – Chaplain’s Program	Implemented – Ongoing
Implement Text Notification System	2015

INITIATIVE III – Employee Wellness, Training, and Development

**III-C: Foster an Environment that Encourages Open and Honest Communication**



ACTION STEPS	TIMING
Include employees in distribution of weekly Intelligence Led Policing updates.	Implemented - Ongoing
Arbinger training/Strategic Awareness (Unconditional Respect)	Implemented - Ongoing
Increase interaction between Chiefs and front line staff	Implemented - Ongoing
Diversity Leadership Council Training	2015
Increase internal communications	2015
360 Evaluations	2016

INITIATIVE III – Employee Wellness, Training, and Development

**III-D: Develop Opportunities to Align Employee Actions with Desired Results**



ACTION STEPS	TIMING
Examine and improve promotional process	Implemented - Ongoing
Revise evaluation process	2015
Implement and evaluate process to recognize all employees	2015



# BEST PRACTICES: POLICY & OVERSIGHT

Develop an Appropriate Staffing Model



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INITIATIVE IV – Best Practices: Policy & Oversight

**IV-A: Determine Appropriate Staffing Levels to Advance Service to the Community**



ACTION STEPS	TIMING
Research use of Civilian positions to handle “service calls” i.e. Community Service Officers/Volunteers	2016
Review & Improve Teleserve process - Volunteers	2016
Manpower/Staff Study	2017

INITIATIVE IV – Best Practices: Policy & Oversight

**IV-B: Streamline Administrative Processes to Free Employees  
to Engage in Proactive Activities**



ACTION STEPS	TIMING
Research advancement of self-report process	2015
Identify electronic/paperless report system	2015
Improve case management system	2015
Evidence processing and storage	2016
New records management system	2017

INITIATIVE IV – Best Practices: Policy & Oversight  
**IV-C: Leverage Technology to Better Utilize Resources**



ACTION STEPS	TIMING
E-Ticketing	2015
Explore use of street cameras to improve public safety	2015
Explore & discuss the implementation of tasers for community safety	2015
Explore tablet deployment to squads/officers	2015
Research & implement new squad car and/or body cameras	2015

INITIATIVE IV – Best Practices: Policy & Oversight

**IV-D: Streamline System to Address Unserviceable Employees**



ACTION STEPS	TIMING
Explore best practices to reduce officer injuries	Ongoing
Formalize/standardize light duty assignments	Implemented - Ongoing
Evaluate HR processes (hiring, duty injury, officer disability)	2015