



The City of Rochester Police Department

STRATEGIC PLAN

2013

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Introduction & Background

The Rochester Police Department (RPD) serves the City of Rochester, New York, a municipality of 210,000 people. The RPD provides policing and public safety services within the city's geographic boundaries and delivers services through a team of sworn officers and non-sworn employees. The Department's operations and command structure have been described as 'para-military'; similar to most policing/law enforcement agencies.

The RPD has created strategic plans in the past; each implemented with varying degrees of completion. In 2012, Chief James Sheppard, in consultation with key stakeholders in City government, determined the RPD strategic planning process should be revisited. The intent was to create a *refreshed* plan; taking a longer-term focus and following a process that ensured input from multiple stakeholders including: City Council Members, the Mayor, RPD staff, RPD's Locust Club and Rochester city residents.

The Chief established a Strategic Planning Core Team and engaged the services of an external consultant/facilitator, Michael Caceci of Excellerated Performance, LLC for the purpose of taking a 'clean sheet' approach. Applying a proven strategic thinking and planning model, the team addressed all aspects of the strategic plan: from revisiting the RPD vision, mission and values, to identifying critical goal categories, goals and key actions required to achieve its primary mission.

Strategic Planning Committee Core Team members:

James Sheppard	Chief of Police
Mike Wood	Deputy Chief of Operations
Mike Ciminelli	Deputy Chief of Administration
Tim List	Commander of West Division
Joe Morabito	Commander of East Division
Kevin Costello	Captain of Research and Evaluation
Lloyd Cuyler	Captain of East Division
John Mustico	Sergeant, Research and Evaluation
Elena Correia	Sergeant, Office of the Chief of Police
Michael Caceci	Owner, Excellerated Performance, LLC

The Strategic Plan detailed in this document is the culmination of a comprehensive strategic thinking and planning process. The Core Team participated in multi-week facilitated sessions (November 2012 – January 2013) to address all aspects of the plan. Between sessions, the team and the facilitator engaged key stakeholders. Meetings were held with City Council Members for their input to the plan. These meetings included candid discussions of vision, mission, and purpose; the RPD's strengths and weaknesses. Sessions were held with city residents at two PCIC sessions. The facilitator met with Mayor Thomas Richards, Locust Club President Michael Mazzeo and Council Member Adam McFadden for unfiltered input. In addition, aspects of the plan were shared with internal employees including: Commanders, Captains, Lieutenants, Sergeants, Officers and non-sworn staff. The facilitator even did a ride-along to gain the perspective of front-line Officers.

By asking and answering critical questions, and with ample input from multiple stakeholders, the Core Team crystallized a Vision and Mission, determined its Base Strategy and identified Critical Goals.

A SWOT (*Strengths, Weaknesses, Opportunities and Threats*) analysis was conducted to identify external and internal factors that can impact the RPD's ability to achieve the Vision, Mission and Goals. (*Note: Long-term goals are assumed to require more than one year. Short-term goals should take one year or less to complete.*)

The RPD Strategic Plan is not a rigid set of instructions. The RPD leadership team may need to flex strategies and successful implementation will be influenced by a variety of factors such as: unexpected changes to the City's financial condition; the state of the regional economy; the impact that new laws may have on the RPD's ability to achieve its goals. Also, RPD and City leaders need to ensure that future Department leaders follow through on the goals described in this plan.

In summary, the RPD Strategic Plan provides a roadmap to success. The Leadership Team is committed to using this plan as a working document to drive Department-wide change, manage its operations more effectively and to measure its results.

Basic Assumptions

RPD's ability to fulfill its Mission is impacted by multiple factors including, the City's economic development efforts, the Rochester regional economy, the City's financial condition, and ever-changing socio-economic factors within the City and County. Assumptions on which the plan is based include:

1. RPD Leadership stays focused on completing all goals described in the plan.
2. Economic climate in New York State and Rochester region will continue to place fiscal pressure on the City and limit increases in funding for the RPD.
3. The political and legislative climate in NYS remains relatively stable.
4. RPD officers acquire and apply skills to engage the residents in communities they serve based on initiatives underway at the time this plan was developed.
5. The City determines the RPD annual operating budget and funds its operations. The strategic plan is implemented primarily within the current funding model. Where available, RPD may get funding for initiatives from other external sources (e.g.: federal and state grants).

Vision provides the *inspiration* for an organization and describes the possible future. The RPD developed its vision statement with this in mind.

RPD Vision

The RPD is a world-class leader in policing and public safety management. We continuously enhance the quality of life in Rochester through our leadership, community engagement, innovation and an undeniable spirit of service.

Mission describes the *perspiration* required to achieve the vision. It is the reason the organization exists and defines the department, what it does and who it serves.

RPD Mission

The RPD is a diverse team of highly trained and skilled professionals, committed to policing in the spirit of service. Through proactive police-citizen engagement, we provide fair, impartial and innovative police services for our culturally diverse community and unique neighborhoods to address crime and solve problems.

The plan is built on the RPD's unwavering values and traditions. These guide the decisions and behaviors by the members of the Department at every level.

Our Core Values & Principles

- **Professionalism:** we are fair & impartial at all times
- **Respect:** for each other and all we serve
- **Integrity:** we do what's right - even when no one is looking
- **Dedication:** to the policing profession and our Mission
- **Excellence:** continuous improvement across the Department
- **Service:** police the way we would like to be policed - *in the spirit of service*
- **Teamwork:** we achieve the Mission together
- **Collaboration:** both inside and outside the Department

A *SWOT assessment* (see the matrix in Appendix) was conducted in a series of meetings with major stakeholders and the Core Team. This helped to identify common themes and priorities from multiple groups. Themes were grouped into categories. In addition, the SWOT enabled RPD leaders to clarify a ‘base strategy’ – one it can leverage to achieve its Mission.

Our Base Strategy

A police department’s effectiveness in policing is highly dependent on the support and trust it establishes and maintains in the community it serves.

Relationship-building: A *relationship-building strategy* will create (over time) the trust levels required for all citizens to proactively cooperate with the RPD in reporting criminal activity and solving cases. As a strategy, the RPD will be proactive in how it engages with residents and businesses to help them take more ownership for the safety, security and daily quality of life in their neighborhoods.

Relationship-building is defined as:

- Residents in all neighborhoods welcome police officers in their communities
- Consistent, positive, proactive engagement by RPD officers with residents who in the past may not have trusted the police, nor assisted the Department in solving crimes
- More citizens engaged in the process of policing and law enforcement in their communities. They will volunteer time and cooperate in proactively reducing crime

The Base Strategy bridges the RPD Mission with Critical Goal Categories. It is a major driver behind our decisions on resources, plans and actions in the strategic plan’s goals.

Critical Goal Categories:

The Core Team identified five *Critical Goal Categories*; priorities the RPD Leadership will focus on through the plan. Each contains specific, yet interdependent goals and actions that are essential to achieving the RPD Mission.

Planning & Implementation

People & Workforce Development

Community Engagement & Relations

Communications: Internal & External

Technology: traditional & emerging

Critical Goal Categories and Critical Goals

1.0 Planning & Implementation

Traditionally, police departments focus on short-term problems and issues. This will always be a reality in law enforcement. Police departments also tend to recruit, train, reward and promote people who are action-oriented problem solvers. Yet, as the challenges facing departments become more complex, there is a growing need to develop longer-term plans and invest in projects that can take more time to implement. This requires leaders who can balance their time between the ‘crisis of the day’, with oversight of major initiatives and investments in people, processes and technology.

As a result of the strategic planning process, RPD’s leadership team recognized that an effective governance process is required to ensure it stays focused on its major initiatives to develop innovative policing practices; and that initiatives are implemented with the support from key stakeholders. The commitment to achieving the goals described in the plan requires leaders to stay on task through to completion. Goals in Category 1.0 are designed to help RPD’s leaders achieve balance between its daily focus on field and administrative operations, while completing longer-term initiatives in support of the Mission.

Goal 1.1: Establish a formal Governance Process to ensure major initiatives and department-wide projects are managed to completion.

Owner: Mike Ciminelli

1.1 Actions:

- Appoint a focal point to develop and oversee the leadership team's governance process. (*Calendar, structure, meeting purpose, topics, roles & responsibilities*)
- For major projects, formalize & document key business processes

1.1 Success metrics:

- Formal Governance Process developed and documented in 2013
- Train appropriate staff on the Process in 2013
- Leadership Team adheres to the Process (on-going)
- Project Management approach and culture internalized (instilled into the force through role-model behaviors by RPD leaders and cascade to all ranks)
- Organization-wide acceptance of the Process (on-going)
- Feedback from employees shows acceptance of the Process (measured through internal survey process)
- Department’s measures of performance go beyond traditional crime statistics to include successful completion of major projects. *I.e.: projects are delivered on-time and on-budget with a measurable impact on RPD’s ability to achieve its mission. (Example: projects that improve officer productivity)*

Goal 1.2: Explore the Department’s current geographic and organizational structure to assess its impact on service delivery, community engagement, employee and citizen satisfaction.

Owner: Mike Ciminelli

1.2 Actions:

- Evaluate the effectiveness of the current RPD structure on delivering policing services relative to possible alternatives
 - This action requires engagement of an independent, external resource to support the initiative
 - Plan funding for an independent evaluation in 2013-14 fiscal year

1.2 Success metrics:

- Funding secured to conduct the independent evaluation
- Evaluation conducted and completed by 01/01/2014
- Stakeholders’ agreement that evaluation process was objective and fact-based
- Stakeholders’ acceptance of results and recommendations

Goal 1.3: Establish a process to maximize resources (RPD’s and other city agencies) with a goal to prioritize and respond to service calls through the most effective resource. Increase citizens’ understanding of our capacity to respond and RPD’s service call priorities.

Owner: Mike Wood

1.3 Actions:

- Conduct a ‘Calls for Service Analysis’ to understand our current ability to allocate officer resources and prioritize demands placed on the department
- Evaluate the need to respond to certain call types
- Develop alternative service delivery methods and resources
- Educate the community on prioritization and alternatives to calls

1.3 Success Metrics:

- Completed evaluation of current state by 12/31/2013
- Process in place for resource utilization
- Agreement by community representatives (e.g.: PCIC) on call type priorities
- Update service response time targets (by call type)
- Achievement of service response time targets
- Utilizing appropriate resources (RPD and/or other agencies) based on call type

2.0 People & Workforce Development

Achieving the RPD Mission requires a diverse team of highly trained, skilled professionals. This Critical Goal Category reflects the leadership team's commitment to the men and women who deliver policing and law enforcement services. Accomplishing goals in this category directly ties to RPD's Base Strategy and the force's impact on the Mission.

Goal 2.1: Complete *Policing in the Spirit of Service* training by 12/31/2013

Owner: Mike Ciminelli

Actions:

- Curriculum development phase completed
- Train the trainer phase completed
- Training delivered to all employees
- Evaluate *Policing in the Spirit of Service* curriculum to ensure it helps officers improve their communication skills; the ability to interact with residents and their cultural understanding of the communities they protect and serve
- Develop an independent survey to assess RPD performance (from the communities' perspective)

Success metrics:

- Program curriculum developed by 03/31/2013
- All officers are trained by 12/31/2013
- Positive impact on Quality Service Inquiries (results can be measured by 12/31/2014 via independently administered survey)
- Positive impact on Citizen Complaints (results measured by 12/31/2014)
- Officer acceptance of program and training (as measured by internal employee survey to be conducted by 12/31/2014)
- Annual survey results of RPD performance (results through an independent survey and methodology to target specific communities)

Goal 2.2: Enhance RPD In-service Training Programs by 12/31/2013.

Owner: Mike Ciminelli

Actions:

- Develop customized in-service training to continuously improve all officers and employees' performance in current assignments
 - *Example: Investigators, Supervisors will receive differentiated training based on individual position requirements and responsibilities*
- Begin the customized in-service training by 12/31/2013

Success metrics:

- Process created to understand and prioritize all in-position training needs
- Training delivered on time; based on specific position needs and RPD mission
- Effectiveness based on officers' performance (test results; annual performance review; employees' feedback on training and relevancy to job responsibilities)
- High officer participation in creating in-service training curriculum and delivery

Goal 2.3: Expand leadership development opportunities in 2013.

Owner: James Sheppard

Actions:

- Identify the % of RPD workforce that will participate in specialized programs
- Prepare members for future assignments by improving alignment of RPD's needs to the training & professional development programs members receive
- Communicate expectations that participants selected for training and development programs must be willing to play a leadership role in the RPD (including in current assignments) as a result of being selected for programs
- Leadership development opportunities will include the following:
 - FBI National Academy = up to 2 members per year
 - Supervisors' School = 100% of new supervisors complete
 - Progressive Leadership School = up to five members per year
 - Assessment Center Participation = 5% of supervisors complete
 - Exam Preparation = 5% of supervisors complete
 - Dale Carnegie Program (new initiative) = up to 2 annually
 - Leadership Rochester = one officer per year
 - African-American Leadership Development = one member per year
 - Hispanic Leadership Development = one member per year
 - Rotations through Specialized Assignments (to be negotiated) = target 24 members
 - Southern Police Institute / SMIP Programs = one member per year

Success Metrics:

- Complete all leadership programs listed above by 12/31/2013
- Continue to fund RPD leadership programs into 2014
- Satisfactory feedback from participants (measure via survey)
- Participants' performance improves and reflected in Annual Reviews

3.0 Community Engagement & Relations

Effective policing requires cooperation from residents in all neighborhoods. Cooperation is essential to conducting proactive crime analysis, enhancing the use of resources and increasing crime clearance rates. Core Team and stakeholder input independently identified community engagement and relations as critical to the Department's success.

The RPD enjoys positive relations and a strong reputation of professionalism in most communities. There are a few neighborhoods where trust in the police is low and cooperation limited. Multiple factors contribute to this problem; from a 'no snitch' culture, to real and perceived feelings that some RPD officers lack sufficient skill or cultural competence to communicate with some residents in these neighborhoods. This is especially pronounced in certain segments of minority neighborhoods. Goals in this category focus on what the RPD can do to overcome real and perceived barriers to better relations.

Owner: Mike Wood

Goal 3.1: Proactively increase RPD outreach into neighborhoods where trust, collaboration and involvement in crime prevention is in need of improvement.

Actions:

- Organize meetings and events in targeted communities to help officers meet and interact with residents in positive settings
- Engage current *RPD-friendly* community-improvement groups in neighborhoods that geographically border under-involved neighborhoods
 - Help established groups to recruit new members in targeted neighborhoods and grow into adjacent areas
 - The key objective is to increase residents' positive engagements with RPD and foster interactions in safe, positive settings
- Encourage proactive, non-confrontational engagement on patrols
 - e.g.: Officers visiting with businesses, attending business group and neighborhood association meetings, etc.

Success metrics:

- Achieve satisfactory results on RPD Community/Resident Survey
- A positive impact on RPD's Clearance Rate (the # of crimes solved)
- Increased resident participation in identified community groups (grow participation by 10% over a specific baseline after 1 year)
- Increase community member attendance at community meetings (grow 10% year-over-year)

Goal 3.2: Involve patrol officers in the process of solving problems in neighborhoods.

Actions:

- Encourage sergeants to coach officers on community engagement, resident relations and problem-solving.
- Measure community group participation, membership and engagement with RPD
- Improve officers' knowledge of the neighborhoods they patrol:
 - Assign specific officers to specific, smaller-geographic areas in targeted neighborhoods; ensure officers receive proper support from their Sergeants and Lieutenants

Success Metrics:

- Positive results in annual community/resident survey
- Increase # of officers solving problems without assistance from NSC (criteria to be developed - may measure through RMS reporting)

Goal 3.3: Increase membership & support for PAC-TAC groups.

Actions:

- Review and evaluate the PAC-TAC program with a goal to update and improve this program
- Establish a baseline for PAC-TAC participation from which to measure engagement and improve over time

Success Metrics:

- Increased resident PAC-TAC participation
- # of PAC-TAC groups (20% increase over current baseline)
- Increase neighborhoods with PAC-TAC groups

4.0 Communications (Internal & External)

Combining a range of communications methods with consistent messaging to key stakeholders, will help the Leadership Team implement the strategic plan and achieve the Mission. Leaders must engage people throughout the Department to achieve the plan and communications is a means to ensuring everyone sees the interdependence of the goals.

Owner: James Sheppard

Goal 4.1: Invest in social media to improve external & internal communications.

Actions:

- Increase social media communications opportunities for residents and employees
- Create & implement a documented social media strategy by 12/31/2013

Success Metrics:

- # of tips submitted by citizens through social media
 - Quality of information provided helps RPD reduce/clear crimes
- # and trends in volume (hits): Tweets; MyPD App; RPD online survey
- # of compliments / complaints received through social media

Goal 4.2: Enhance external communications.

Actions:

- Expand “hyper-reach” (reverse 911) software to proactively engage the community in assisting RPD crime prevention
- Continue PCIC forums
- Leverage social media investments (see Goal 4.1)
- Create an external survey to assess RPD’s performance and perceptions in specific community (engage an objective, external firm to create and administer)
- Create external messaging:
 - Promoting the role of Officers in their neighborhoods
 - Highlight positive efforts of the RPD
 - Community interactions and feedback
- Develop a formal media engagement strategy (media relations/PR)
- Create an electronic Newsletter for the community

Success Metrics:

- # of crimes solved as a result of social media strategy
- # of hyper-reach events (minutes used, etc.)
- # of people contacted
- # of PCIC and other community meetings conducted
- RPD officer participation in external communication meetings
- Results of social media strategy (Facebook, Twitter, interactive Webpage, YouTube, etc.)
- Community and resident feedback based on annual external survey

Goal 4.3: Enhance internal communications.

Actions:

- Improve the internal communication process (Chief and other leadership team members) across the department.
 - Create key messages for Chief's internal communications
 - Identify appropriate communication media: e-mail, video, print, etc.
- Create an internal employee survey & recommendation process
- Create real-time, anonymous methods for employees to provide immediate input to the RPD leadership team. The purpose is to proactively identify problems, seek improvement ideas and solicit direct feedback.

Success metrics:

- Employee survey results (questions to measure perception of communications)
- Use of real-time input by senior leaders to address issues

5.0 Technology (traditional & emerging)

Policing in today's environment requires appropriate application of technology. The sheer volume of information police departments gather and analyze seems to grow exponentially each year. Changes in laws and regulations, demands from elected officials, citizens and other stakeholders, combined with an ever-increasing ability of criminals to 'work the legal system' are among the factors driving the RPD's technology investment needs.

The combination of traditional law enforcement equipment and technologies and emerging technologies (social media, digital imaging and photography, smart phones, etc.) creates new opportunities for the RPD to improve its force productivity, strengthen internal and external communications and support community relations and engagement goals.

Owner: Mike Ciminelli

Goal 5.1: Develop and implement a plan to apply technologies that improve the Department's ability to achieve its mission of policing and public safety management.

Actions:

- Short-term (1st half of 2013):
 - Complete Record Management System (RMS) Training in January 2013.
 - Begin RMS Phase I implementation by March 2013
 - Transition to digital photography for evidence collection
 - Expand videotaping of interrogations
 - Expand Taser deployment (from 17% - 50%) in FY 2013-2014
 - Bring all police facilities onto our camera and access control network
- Long-term:
 - RMS implementation (additional modules added) in 2014+
 - Through the Camera and Security Working Group, determine the city's long-term infrastructure (wired & wireless) requirements
 - Example: Explore public-private partnerships, schools and city-owned buildings to link camera systems and improve surveillance capabilities
 - Explore the use of personal body cams

Success metrics

Short Term:

- RMS Phase I "Go live" dates met:
 - Timeliness and effectiveness of problem resolution ongoing
 - RMS system vendor meets the negotiated service level agreements
 - RMS proves to work over time
 - All training completed
- Transition to digital photography project complete by Q3 of Fiscal Year
- Expand videotaping of interrogations completed by Q4 FY; continuously improve and evaluate implementation compared to law enforcement best practices
- Tasers deployed (increase from 17% - 50%) with all officers trained
- Camera and access control network project completed by June 2013

Long Term:

- RMS: Prioritized expansion and impact of RMS on RPD's productivity measured with positive results (productivity: officer time saved, faster access to data, higher quality data, eliminate the duplication of work)
- Camera and Security Working Group: determine the impact of coordination of surveillance systems on quality, cost (efficiency & effectiveness)

Rochester Police Department – Strategy Scorecard			
<i>Vision:</i>			
The RPD is a world-class leader in policing and public safety management. We continuously enhance the quality of life in Rochester through our leadership, community engagement, innovation and an undeniable spirit of service.			
<i>Mission:</i>			
The RPD is a diverse team of highly trained and skilled professionals, committed to policing in the spirit of service. Through proactive police-citizen engagement, we provide fair, impartial and innovative police services for our culturally diverse community and unique neighborhoods to address crime and solve problems.			
<i>Core Values:</i>			
Professionalism – Respect – Integrity – Dedication – Excellence – Service - Teamwork - Collaboration			
<i>Base Strategy: Relationship Building</i>			
Critical Goal Categories & Critical Goals			
1.0 Planning & Implementation 1.1: Establish a formal RPD governance process 1.2: Evaluate the RPD geographical structure 1.3: Processes to maximize resources (RPD & other agencies) to prioritize service calls & ensure effective response	2.0 People & Workforce Development 2.1 Complete <i>Policing in the Spirit of Service</i> program 2.2 Enhance RPD In-service training programs 2.3 Expand leadership development opportunities		
3.0 Community Engagement & Relations 3.1 Proactive increase RPD outreach in neighborhoods where trust, collaboration & involvement in crime prevention is in need of improvement 3.2 Involve patrol officers in problem-solving in neighborhoods 3.3 Increase membership & support for PAC-TAC	4.0 Communications: Internal & External 4.1 Invest in social media to improve internal communications & community engagement 4.2 Enhance external communications 4.3 Enhance internal communications		
5.0 Technology 5.1 Plan & implement traditional & emerging technologies that improve RPD's ability to achieve its mission & critical goals			
Progress Report (Date: _____)			
	Not Started	Behind Plan or Risk of Completion	On-Track
1.0 Planning & Implementation			
2.0 People & Workforce Development			
3.0 Community Engagement & Relations			
4.0 Communications: Internal & External			
5.0 Technology			

Strategic Plan Appendix

This section contains selected documentation from
Strategic Planning Committee Meetings

City of Rochester Police Department – *Strategic Plan 2013*

SWOT shown here, color-coded are priorities (themes) consolidated from multiple SWOT sessions and ‘brainstormed’ lists: **Planning & Implementation - People & Workforce Development - Community Engagement & Relations - Communications: Internal & External – Technology & Equipment**

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • People (much smarter than we know) • Multi-talented people • Training (well trained) • Well-equipped • Professionalism • Community-focused • Paramilitary organization – more disciplined • Relationships with other departments & agencies (county, DA, state & federal) • Infrastructure (overall facilities) 	<p><u>Weaknesses/Limitations</u></p> <ul style="list-style-type: none"> • Communication – internal and external (sometimes people in the community do not know how good we are) • Lack of strategic direction • Lack of planning • Lack of long term planning • Failure to finish • Organizational discipline (adherence to process) • Our culture • Budget limitations • Not recognizing the internal talent we have & not capitalizing on it • Organizational structure in patrol • Failure to implement
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Social Media • Promotion of the department (external communications strategy) • IT Development (optimizing technology) • People – leverage talent • Use our people who possess the skills/knowledge to provide leadership development to our force • <i>Spirit of Service</i> philosophy to drive culture change • Young people in our workforce – the future of what we want the department to be • The community groups (over 200 neighborhood groups...block clubs, business associations, churches, etc.) “force multiplier” (Change how these groups are used) • Community assistance • Public-private partnerships (infrastructure security)...e.g.: Midtown, Cameras, Bus system, etc. • Police Foundation • Collaborate with the colleges & universities to leverage their resources 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Lack of cooperation / “no snitch” culture • Culture of violence • Criminals’ knowledge of how to undermine the criminal justice system • Future budgets (uncertain & limited) • Political influence • The Media (slanted) • Rapid changes – technology; societal; processes required to operate • Old police culture (us vs. them) • External pressures from various constituents and forces, creates a distance from focusing on our core competency (more ‘social work’, less time for law enforcement.)