

STRATEGIC INITIATIVE #1

WE ARE COMMITTED TO IMPROVING THE QUALITY OF LIFE IN COLUMBIA NEIGHBORHOODS

We are committed to improving the quality of life in our neighborhoods. We will continue to build relationships in the community and remain an active partner in preventing crime. People must have trust and confidence in their police department in order to emphasize the importance of “community” in the Community Policing philosophy. We will also strive to continue matching staffing levels to meet the needs of the city. It will be vital for the Columbia Police Department to utilize resources such as Patrol Officers, Traffic Officers, Detectives, Support Personnel, and the Neighborhood Services Team. We will develop new methods in preventing crime, apprehending criminals, and serving our community. The accomplishments needed to achieve this initiative will be measured through the quality of life for those who visit, work, and live in Columbia.

STRATEGIC OBJECTIVES

- Promote shared neighborhood safety partnerships through active citizen involvement in police programs and outreach efforts.
- Ensure collaboration with other City Departments are key components of neighborhood watch and crime prevention efforts
- Greater utilization of and developing of a stronger relationship with Neighborhood Associations
- Utilize Geographic Policing and the MANAGER (Management and Accountability through Geographic Review) model to identify and resolve chronic neighborhood problems that affect our citizens quality of life
- Ensure a solid commitment to neighborhood safety by partnering with the community to focus on traffic issues

STRATEGIC INITIATIVE #2

WE WILL ACHIEVE OPERATIONAL EXCELLENCE IN OUR CORE SERVICE DELIVERY

During the past several years, the Columbia Police Department has hired many new employees and promoted personnel to new positions to replace the vast knowledge and experience lost through attrition. The need to prepare all police employees for future challenges is vital. To attain this objective, the police department will achieve operational excellence through consultation with the community and a commitment to leadership development. We are committed to quality policing and to the core belief that commitment to service will continue to be a policing tradition in Columbia and a model for other public safety agencies.

STRATEGIC OBJECTIVES

- Complete the re-write and review of all Department written directives

- Utilize the Geographic Policing model to promote accountability at all levels of the organization
- Establish an Office of Inspections to conduct internal audits and inspections of the organization
- Utilize technology to better connect neighborhood groups directly to the police department
- Further the integration of volunteers into crime prevention, and outreach efforts
- Seek accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA)

STRATEGIC INITIATIVE #3

WE ARE COMMITTED TO INTEGRITY

Values Based Policing requires an employee to utilize organizational values when making decisions and finding solutions to problems. The implementation of Values Based Policing will provide a foundation for guiding employee decision making and behavior. It is this level of commitment to integrity that will define the character of the police department as a transparent and open organization, committed to the service of helping others.

STRATEGIC OBJECTIVES

- Work closely with the Citizen Review Board to improve community perceptions of the police
- Integrate a “values based” policing philosophy... not “Can I do this?” but “Should I do this?” as it relates to officer actions and internal discipline
- Promote this philosophical approach with officers and the community
- Refine the Internal Affairs system for internal and external clarity and to promote efficiency
- Conduct ethical reviews of organizational performance and decision-making
- Create a department-wide online subordinate/peer evaluation system

STRATEGIC INITIATIVE #4

WE ARE COMMITTED TO INNOVATION

We are committed to a philosophy of continuous improvement and to the creation of new methods of policing that will improve services and solve problems. The ability to prevent crime and reduce fear occurs through committed people who are able to convert ideas into action. Public concern over crime places great strains on the police department’s ability to provide a sense of safety. We will develop the technology capability required to carry out our public safety mission, and over the next five years the police department will find innovative ways to improve policing services to everyone we secure.

STRATEGIC OBJECTIVES

- Develop a technology strategic plan
- Improve systems for community access to on-line crime statistics

- Increase public access to the police department's website
- Increase the use of on-line reporting system
- Improve the in-car video systems
- Complete the RMS replacement project

STRATEGIC INITIATIVE #5

WE WILL DEVELOP DEPARTMENTAL LEADERS

We are committed to the concept that every employee in the organization is a leader. Therefore, the Columbia Police Department provides a path for all employees to enhance their professional lives. Everyone in this organization has a leadership role and the opportunity to make positive changes in the organization and in the community. Members of the department will have the opportunity to further their leadership development in all positions through learning new skills, education, and training. The police department believes that every member of the organization should mentor new employees with the intention that professional development will be directly associated with public safety and the reduction of crime and violence.

STRATEGIC OBJECTIVES

- Review and improve a career development structure to encourage continuing formal education
- Increase the number of POST certified instructors and courses within the department
- Implement a department-wide training matrix to expand professional skills
- Improve the civilian training opportunities through POST approved supervisory, management and leadership courses
- Develop a lieutenant and administrator certification in the areas of critical incidents, special events and traffic management
- Greater involvement by Captains and Lieutenants in municipal government
- Fully integrate a department- wide physical fitness standard

STRATEGIC INITIATIVE #6

WE WILL DEVELOP AND ENHANCE REGIONAL PARTNERSHIPS THROUGHOUT BOONE COUNTY

We are committed to assisting regional partners in responding to critical incidents and crime trends. This philosophy can be measured through the accomplishments of the police department's leading role in mutual aid with the University of Missouri, Boone County Sheriff's Department, Missouri Highway Patrol, and other agencies. We have established strong partnerships in each of these areas, thus increasing our ability to respond to critical events and address crime in the region. There is a great need to maintain and enhance these partnerships. Many of the most highly specialized functions can be shared between public safety agencies.

STRATEGIC OBJECTIVES

- Develop a regional training program for our area SWAT teams
- Complete a feasibility study as to the viability of a regional forensic and crime lab unit
- Maintain a leadership role in mutual aid operations
- Convene a regional planning conference to discuss the development of a regional strategic plan for resource sharing
- Integrate the police department's data systems into regional crime-fighting efforts

