



Annapolis Police Department Strategic Plan 2011- 2013



POLICE DEPARTMENT



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In early 2009 the Annapolis Police Department released a document entitled, “Annapolis Police Department’s Crime Fighting Strategy 2009.” The document was used as a blueprint over the last two years to move the Police Department forward as a crime fighting agency while developing important relationships with the community and other government agencies.

Over the last two years we made great strides in reducing crime in Annapolis. In 2009, overall serious crime reached a 35 year low. In 2010, however, the City’s crime rate elevated compared to 2009. Although we had less violent crime –and remarkably less crime than any other prior year– we ended 2010 with a 9% increase in Part One (Index) crime. Violence was reduced 5%, but property crime increased 13% which accounted for the overall change. This increase from a record-setting year of crime reduction was not unexpected. It is essential to understand that Annapolis has established new benchmarks when evaluating both crime reduction and public safety. We must look at crime differently now than just a few years ago when it was substantially higher. When we evaluate the types of crime attributing to the increase, we are left with a clear picture that better preventive measures would make the difference.

A quick look at the total Part One crime over the last four years is rather telling. We use the four year span because it provides a better view of what was accomplished. Comparing the years 2007 and 2010, we have realized a 40% reduction which is 900 fewer crimes. In 2010, crime increased 9% over 2009 which was 108 more crimes. The increase is, by-and-large, due to thefts from vehicles and shoplifting. One store accounts for 6% of all thefts.

Year	Total Part One Offenses
2007	2,235
2008	1,904
2009	1,224
2010	1,332

A lot has changed since the introduction of the 2009 crime plan. The national, state and city economies have been placed in stress. As a result, the budget of the Annapolis Police Department for fiscal year 2011 was decreased by 8% resulting in the loss of 15 sworn positions. The economic situation has not improved and may get worse. The members of the agency, like agencies all over the country, are trying to provide the same level of services with less. As such, this is the right time to present a new strategic plan for the Annapolis Police Department.

A new strategic plan will help us navigate the turbulent financial challenges over the next several years. The men and women of the Annapolis Police Department are working tirelessly to ensure public safety is maintained. We continue to reach out to the public and ask for their input, their cooperation and their confidence. We continue our partnerships with local, state and federal agencies with an eye toward keeping Annapolis a safe place to live, work and visit.

I am very proud of the achievements and success of our Police Department and, of course, the men and women of this agency. They are a group of hardworking, dedicated professionals that continually strive to provide outstanding service to the City of Annapolis.

Mission Statement

The Annapolis Police Department is dedicated to preventing and controlling crime and preserving the quality of life in Annapolis through firm, fair, and impartial law enforcement strategies.

How we accomplish our Mission

We are committed to preserving democracy and freedom by recognizing the constitutional rights of all;

We are committed to nurturing the public trust by maintaining professionalism in every facet of our operations and demanding the highest levels of personal and professional integrity;

We value partnerships with diverse communities to ensure safety, security, and mutual trust. We are committed to open communication and cooperation with our residential and business communities in an effort to reduce crime and improve the quality of life for all;

We take a proactive approach while encouraging and motivating the community to do the same. We value an environment which focuses on solving problems through teamwork, participation, cooperation, and enthusiasm, fostered by decisive, professional leaders who support creativity and innovation.

Strategic Goals

◇ **Provide a Safe Community by Reducing Crime**

The Department is concerned about all public safety issues. We will address these issues through proper planning, response and practice.

◇ **Improve Traffic and Pedestrian Safety**

The Department recognizes traffic and pedestrian safety is a concern to our citizens and our elected officials. To ensure the greatest impact we will use existing data and conventional and unconventional methods to enforce existing laws.

◇ **Improve Community Outreach and Communication**

The Department is recognizes the community is not only a great resource but a great partner. We will use available tools and seek new methods of generating the public's interest and involvement with our agency.

◇ **Maintain High Professional Standards**

The Department understands the necessity to have a well trained, professional and courteous law enforcement agency. The community deserves to be treated with respect and have all complaints investigated in an impartial manner.

Strategic Plan

Goal 1: Provide a Safe Community by Reducing Crime

Strategy	Assigned to	Timeline	Benchmark	Status
Focus uncommitted patrol time on strategic issues	Shift Lieutenants	Spring 2011	Daily plan for each officer	
Continued "Knock and Talks" for those recently released from jail	Shift Lieutenants	2011	Documented instances	
Develop a plan to reduce larcenies	Operations Commander	Spring 2011	Plan developed and implemented	
Amend City Code for violations at multi-family dwellings	Chief's Office	2012	Passed by City Council	
Provide crime maps to operations	Crime Analysis	2011		
Designate measurable tasks for officer evaluation	All Lt.'s and Capt.'s	Summer 2011	More comprehensive performance measures	

Goal 2: Improve Traffic and Pedestrian Safety

Strategy	Assigned to	Timeline	Benchmark	Status
Review red light camera plan in conjunction with speed camera legislation	Chief's Office	2012	Complete review. Issue new RFP for cameras and installation	Speed camera legislation introduced to Public Safety Committee. Red light contract expiring
Develop a web-based complaint system for traffic concerns from citizens	Chief's Office	Summer 2011	A link on APD website that forwards complaints to Ops commander	
Develop a comprehensive traffic safety program	Special Operations Lt	Summer 2011	An approved program is approved by the Chief	
Proactive enforcement of cross walk violations	Commander of Operations	Winter 2011	Enforcement on a monthly basis	
Proactive traffic enforcement to identify career criminals/violators	Operations Lt.'s	Summer 2011	Performance measures for patrol officers	
Utilize Auxiliary Officers to monitor speed and send letters to registered owners	Commander of Support Services	2012	Implementation	

Goal 3: Improve Community Outreach and Communication

Strategy	Assigned to	Timeline	Benchmark	Status
Expand Auxiliary and Explorer Programs	Administrative and Support Commanders	2012	Increased participation and presentations	
Improve JOINS Program and develop partnership with Juvenile Services	Administrative Commander	Summer 2011	Low recidivism rate for those who have completed program	SOP has been developed
Develop form which lists resources along with social media and websites for APD	Administrative Commander	Summer 2011	Form is printed and distributed to officers	
Explore what methods other law enforcement agencies use to get community interest	Administrative Commander	Spring 2011	Report completed and forwarded to the Chief detailing methods	
Continue Citizens' Academy	Administrative Commander	Fall 2011	Completion of Academy	
Revamp website for easier navigation	Chief's Office with IT	Fall 2011	Site is completed	Reviewing award winning websites with IT
Adopt a Block – Officers and Businesses	Operations Commander	2011	Officers successfully interact with business owners and employees	
Make better use of media sources to keep public informed and account for participation	Administrative Services Commander	2011	Feedback/participation from community w/o time commitment for participation	

Goal 4: Maintain High Professional Standards

Strategy	Assigned to	Timeline	Benchmark	Status
Maintain accreditation	Accreditation Manager	2013	Compliance with CALEA standards	
Ensure professional and courteous service through follow up with citizens	First Line Supervisors/ Chief's Office	2011	Develop a form for supervisors to re-contact complainants and check on quality of service	
Develop supervision through coaching	Command Staff	2011	Develop plan and assign supervisors to coach	
Review required administrative work in order to promote efficiency	Lieutenants	2012	Submit recommendations to Chief's office	