



Annapolis Police Department
Strategic Plan 2017 - 2019



POLICE DEPARTMENT



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ANNAPOLIS, MARYLAND 21401

Every three years the Annapolis Police Department releases the Department's Strategic Plan. The Plan for 2017 – 2019 consists of four goals: Improve Community Safety, Improve Community Outreach and Communication, Maintain High Professional Standards, and Improve Career Development. These core goals are the blueprint to move us forward. Each goal is supported through a series of strategies and each strategy designates benchmarks for referencing actions. As a result, the Department remains efficient and progressive.

Improving Community Safety is the corner stone to crime prevention and enforcement in this plan. Reducing violent crime and the other underlying strategies that support this goal are the foundation in keeping the City of Annapolis safe.

The goals of Improving Community Outreach and Communication and Maintaining High Professional Standards reflect the Annapolis Police Department's commitment to the Community and community oriented policing. Confidence in the police department is critical for our success. Through police and community interaction, diversity in our hiring, our nationally accepted policies and problem solving we can continue to build the trust necessary between the police and the community.

Our last goal of Improving Career Development will stabilize the police department, create diversity within the ranks, and cultivate a professional organization through training, education and mentoring.

Over the last ten years, the City of Annapolis has experienced historical crime reductions. Compared to just ten years ago, serious crime has dropped 48% from 2,473 incidents to 1,188 incidents. Violent crime has decreased 44% from 558 incidents to 250 incidents, and lastly, property crime rates have decreased 47% from 1,958 crimes to 938.

Year	Total Part One Offenses
2006	2,473
2008	1,904
2010	1,327
2012	1,219
2014	1,144
2016	1,188

While crime comparisons show progress, we remain committed to making the City of Annapolis a safer city every day. Our goals and strategies are daily goals and strategies. Each new day is a day with new challenges and obstacles. A spike in a crime category or a community complaint will be viewed each day with directed actions based on timely accurate intelligence, crime mapping, and community input.

Our success or failures are not only counted on the crime charts, they're measured through the trust of our community. The Annapolis Police Department's Strategic Plan puts an emphasis on community policing. Community engagement through foot patrols, participation in citizen action groups, use of social media and police-community forums are just a few examples of our commitment to improve this relationship. The posting of crime maps, policies, staffing, police disciplinary results and other information online demonstrates our effort to build trust through a transparent process.

This strategic plan will help us navigate over the next several years. The men and women of the Annapolis Police Department are working tirelessly to maintain public safety and build trust within the community. We continue to reach out to the public for input and cooperation. Through enhanced partnerships with local, state, and federal agencies we will redouble our efforts to target, arrest and convict those individuals who commit criminal acts within our city.

The men and women of our Department are hardworking, dedicated professionals who continually strive to provide outstanding service to the City of Annapolis. A stronger community oriented police department partnering with the community equals a safer Annapolis.

Mission:

The Annapolis Police Department is dedicated to preventing and reducing crime for the community we serve. It is imperative we preserve the quality of life in the city through fair and impartial law enforcement services. The Annapolis Police Department will work tirelessly to provide our state's capitol, with a safe and a secure environment for those we serve.

Vision:

The men and women of the Annapolis Police Department are highly qualified individuals whose core values are honor, respect, integrity, and service. We will recruit, train, and equip an unrivaled and diverse workforce. We will work diligently to preserve and uphold democracy and the freedoms afforded to all by the Constitution through proactive problem solving and community policing.

Goals:

- Improve Community Safety by being innovative in strategy and technology.
- Improve Community Outreach and Communication through partnerships and developing mutual trust.
- Maintain High Professional Standards through transparency and exceptional training.
- Improve Career Development by hiring a diverse work force that is mentored.

Core Values:

Honor
Respect
Integrity
Service

Strategic Goals

◇ **Improve Community Safety**

Community Safety is our priority. All of our efforts, enforcements, community interaction, professionalism, technology, partnerships, etc. are to obtain this goal.

Strategy	Assigned to	Benchmark	Status
Reduce Violent Crime	All Divisions	Reduce Part One Crime	
Safe Streets Partnership	Patrol Special Ops Admin.	Utilize increased funding for initiatives.	
CCTV Systems	Intelligence Special Projects	Increase CCTV operations into other areas	
NET Teams	Admin.	Increase Staffing	
TEXT Line – Anonymous gun and drug tips.	Patrol Special OPs DEU	Quicker response and apprehension of suspects.	
Handgun Enforcement Analyst and Technology	Patrol Special OPs	Increased gun seizures	
Information / Intelligence	All Divisions	Increase Intel Staffing Update Technologies	
Multi-agency Enforcement Collaboration	Special Operations	One Initiative per month with an outside agency.	
Create a Top 10 List	Spec Ops	Created and Maintained	
Knock and Talk for Gun Arrests	Spec Ops Patrol	Minimum of 90% contact with those released with handgun charge prior to trial	

◇ **Improve Community Outreach and Communication**

The Department recognizes that a positive relationship between the police and community is vital to a safe Annapolis. We will seek every opportunity to build on the trust and cooperation we've established between the police department and the citizens we serve.

Strategy	Assigned to	Benchmark	Status
Advisory Board with Chief of Police	Chief's Office	Creation of the board.	
Maintain JOINS Program	Community Relations	Continue diversion program with adjustments as needed	
Promote Citizens' Participation in Departmental Activities	PIO Community Relations	Solicit more volunteers and garner higher attendance at meetings	
Provide Citizens' Academy	Community Relations	Annual presentation	
Increase use of social media	PIO, Patrol	Expanded use of Live Streaming and use of APD You-tube channel	
Police Youth intervention opportunities (Summer Camps, Homework club, Kids club, Character Counts, Mentoring Program, etc.)	All Divisions	Continued participation with expanded on-duty police participation.	
Implement Next Door	Admin	Next Door implemented with mapping	
Neighborhood and Civic Organization Participation	Admin.	Participate in neighborhood and civic organization meetings.	

◇ **Maintain High Professional Standards**

The Department understands that having a well trained, professional and courteous law enforcement agency garners trust and cooperation from the community, a community deserving of fair and impartial policing and the respect of our members.

Strategy	Assigned to	Benchmark	Status
Maintain CALEA Accreditation	Professional Standards	Accreditation	
Provide Fair and Impartial Policing Training	Professional Standards, Admin.	Continued training to all members	
Improve performance evaluation for agency	Administrative	Evaluation is approved and implemented	
Re-establish a Cadet Program	Admin.	Hire and train 4 Cadets	
Body Worn Camera Program	Admin. Spl. Projects	Establish a body worn camera program for all personnel	
Transparency	All Divisions	Policies, (excluding tactical), staffing and IAD info. will be viewable via the Dept. WEB Site.	
Impartial and consistent enforcement of policies	All Divisions	Fair, impartial and stringent oversight regarding violations of department policies	

◇ **Improve Career Development**

Improving Career Development will stabilize the police department, create diversity within the ranks, and cultivate a professional organization through training, education and mentoring.

Strategy	Assigned to	Benchmark	Status
Recruitment	Admin.	Quarterly testing, wait list, and diversity	
Hiring	Admin.	Increased sworn staffing w/ diverse representation	
Retention	Admin.	Establish incentives to retain personnel (training, monetary, equipment, etc.)	
Training / Education	Admin.	Increase internal and external training opportunities for career development	
Mentoring	All Divisions	Establish mentoring opportunities to develop personnel for higher responsibility.	

Anticipated Workload

Month	2013	2014	2015	2016	Average Emergency Response Time	PI Accident/ Response	Armed Subject/ Response	Shots Fired/ Response
January	2596	2882	2571	2673	2:10 minutes	09 = 1:49	05 = 3:20	16 = 2:00
February	2399	2715	2423	2587	2:34 minutes	07 = 1:44	02 = 1:07	05 = 4:19
March	3117	2884	2717	2885	2:01 minutes	17 = 2:08	08 = 1:49	14 = 1:59
April	2931	3004	2808	2927	1:57 minutes	19 = 2:23	07 = 1:11	15 = 1:44
May	3145	3199	2961	3088	2:46 minutes	22 = 1:42	08 = 4:49	15 = 3:14
June	3051	3161	3059	3753	2:12 minutes	18 = 3:30	12 = 1:21	21 = 1:34
July	3176	3515	3076	3340	1:59 minutes	29 = 1:59	07 = 3:24	14 = 1:15
August	2995	3281	3064	3033	2:42 minutes	12 = 2:46	14 = 3:14	19 = 2:17
September	3342	3129	2893	3103	2:48 minutes	14 = 3:21	6 = 4:12	20 = 2:00
October	3269	3158	2805	3429	4:13 minutes	20 = 5:09	10 = 2:47	14 = 3:54
November	3472	2764	2870	3121	3:20 minutes	17 = 3:50	9 = 1:09	15 = 4:04
December	2431	2551	2512	3187	1:52 minutes	13 = 1:21	7 = 2:11	07 = 2:30
Totals	35924	36243	33759	37126	2:34 minutes			
Avg Per Day	98.4 cfs	99.3 cfs	92.5 cfs	101.7 cfs				

Calls for service, per day, have increased about 10% from 2015 - 2016. Over the last four years the calls for service have remained fairly steady. There is no indication at this time that calls for service, or the workload of the APD, will significantly increase over the next three years.

Population Trends

According to the US Census Bureau, the population of Annapolis is approximately 38,856 residents covering 8 sq. miles, including waterways. In 2008 there were 131 sworn positions within the APD. The number of sworn personnel currently stands at 114 positions. In Jan. 2017, Mayor Pantelides approved funding for 10 new positions. With the increased personnel, staffing should be adequate for the workload.

Capital Improvements

There are three capital improvement projects currently underway. The first is the renovation and updating of the indoor gun range. This should be accomplished in early 2017. The second is a new records management system. The final project is the replacement of our portable radios.

Provisions and Review

As we move into the new plan it will be evaluated and reviewed on a quarterly basis. The plan can be modified and status of the goals will be updated on an ongoing basis.