

LARGO POLICE DEPARTMENT

STRATEGIC PLAN

NOVEMBER 2020



INTRODUCTION

A strategic plan is an essential component for the high performance and forward progress of any organization. A strategic plan sets collective goals for the Police Department (Agency) to work toward and provides a framework for achieving these goals. Having a clear plan provides clarity for stakeholders (employees, the community and other City departments) on the Agency's priorities and demonstrates how these priorities align with the City's overall strategic goals. Finally, the strategic plan serves as a tool to help determine resource allocation and provides a framework for measuring and communicating outcomes of Agency activities.

The Strategic Planning Process: The Plan development was facilitated by the Office of Performance & Budget, and jointly written by a team of sworn and civilian team members from within the Agency. The project was initiated in October of 2019, and involved employee engagement meetings with approximately 150 employees in February of 2020. The Project Team worked to compile and organize employee feedback to frame the writing of the plan during the spring,

and drafted the plan in May – July of 2020. The draft plan was presented to the Agency for review and feedback during August of 2020.

Going forward, the work done with this plan to establish a new mission, vision and set of value statements will be operationalized. The vision is what the Agency is striving to become, while the mission defines how. The values should be used by leadership at all levels to evaluate employee performance and serve as the framework for new employee development programs. Together, these elements also serve as the framework to rebrand the Agency.

The content of this plan will also be used to develop annual action plans that will drive progress in alignment with the established goals. The Office of Performance & Budget will continue to work with the Agency to develop performance measures to indicate progress toward goals and increase transparency to the community. This plan is intended to be updated every 5-7 years.



DEFINITIONS

VISION STATEMENT:

An aspirational statement about the Agency's desired future state that serves as the foundation for the strategic plan.

MISSION STATEMENT:

A brief, unifying statement of what an organization does and how they do it.

VALUES:

Values provide the ultimate guide for employees at all levels by defining shared expectations, which reduces the tendency for micromanagement. The City's values have been defined for all employees, sworn and civilian, in the Police Department.

STRATEGIC PLAN FRAMEWORK:

Employee engagement, mission statements, vision statements, and organizational values all work together to provide the framework for a strategic plan.

GOAL:

Created to identify the intended accomplishment of a long-term strategy, and is clearly linked to an intended outcome. These are typically broad in nature and can be used to encompass a wide range of tactics.

TACTICS:

The more specific goals that you are trying to achieve in a shorter time period that work toward achieving the long-term strategy. The tactics in this plan will be used to build annual action plans for which more specific, measureable, attainable, relevant, and time-bound (SMART) goals and objectives can be created. The tactics in this plan should be evaluated every three to five years for relevancy.

MISSION AND VISION

MISSION STATEMENT

It is the mission of the Largo Police Department to uphold the law with integrity and honor by protecting life and property, reducing crime, and sustaining strong community partnerships.

VISION STATEMENT

The Largo Police Department will be the agency of choice through strategic policing, strong community relationships, and empowering leadership at all levels.



OUR VALUES DEFINED

Values describe shared expectations of how we will achieve our vision and effectively carry out our mission, regardless of our role in the Agency. Below is each City value and what that means to us.

INTEGRITY

Serving the public with honesty, transparency and according to ethical standards; respecting the worth of others, and doing what is right.

- Build trust with the public
- Do the right thing even when no one is watching
- Information and decisions will be based on facts and evidence
- Honesty in all actions and communications, both internal and external
- Ensuring fair and equal treatment of all people, sworn, civilian and citizen
- Stewardship of community and employee well being

COLLABORATION

Communication, engagement and teamwork that is inclusive of our internal and external partners.

- Everyone has a stake in the process
- Understanding the community's concerns & perspectives
- Responsive to citizens
- Everyone supports shared goals
- Communication is clear, concise, and focused on goals
- Authentic communications – conversations are honest and productive
- Authenticity can come from shared experience; sincerity
- Communication must go up, down, and across the organization
- The sum of individual contributions leads to great, shared community results
- Seek out and invite diverse perspectives and ideas to create new opportunities

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PASSION

Approaching the job with devotion, enthusiasm and curiosity; caring about results and enjoying our work.

- Dedicated to their job, colleagues, and citizens
- Care about helping people
- Commitment to making our community a better place
- Lead by example
- Look for opportunities and solutions
- Team player; practice helping others
- Celebrate successes of team, Agency and City
- Instill passion in others; inspire others
- Selfless; committed to making the Agency a better place
- Seek out the positive in situations
- Forward-thinking

CREATIVITY

Innovative thinking that solves problems and improves service delivery.

- Look for opportunities and solutions
- Embrace High-Performance Organization principles and generate ideas from everyone
- Embrace innovation
- Find new ways to deliver services
- Try new things
- Seek information and solutions from those nearest to the issue



CITY ALIGNMENT

The City of Largo's Strategic Plan encompasses both community aspirations and initiatives. The plan is a blueprint – a guide all City operations – that focuses on clear, collective goals. It helps prioritize resources and facilitate management decisions that target these desired outcomes.



INITIATIVE

FOCUS AREA

SUSTAINABILITY

Renew our Natural Environment to Ensure Sustainability for Future Generations

Advance a Flexible and Resilient Organization That Delivers Superior City Services

Foster a Community Where Residents are Empowered to Realize Their Full Potential

PUBLIC HEALTH & SAFETY

Invest in Quality Public Infrastructure

Build a Community of Safe & Healthy Neighborhoods

Ensure the Health, Safety, and Economic Viability of the Community Through Effective Emergency Management

COMMUNITY PRIDE

Develop an Active & Interconnected Downtown

Cultivate and Support a Vibrant Intergenerational Community That Attracts Residents & Businesses

PLAN GOALS

STRATEGIC CITY ALIGNMENT:



Focus Area: Sustainability – Initiative 2, Goal 2: Recruit and retain an innovative workforce that is motivated to exceed customer service expectations.

INITIATIVE AGENCY CULTURE

Goal: Build a family-style culture that values innovation, inclusion and effective communication.

Tactics:

1. Institute regular improvements to readoff to support dynamic and bi-directional communication.
2. Engage HPO teams of sworn and civilian employees for agency projects and problem solving.
3. Experiment with different squad-based team structures and schedules to support a more flexible workplace.



PLAN GOALS

STRATEGIC CITY ALIGNMENT:



Focus Area: Sustainability – Initiative 2, Goal 2: Recruit and retain an innovative workforce that is motivated to exceed customer service expectations.

INITIATIVE AGENCY LEADERSHIP

Goal: Demonstrate active leadership among all employees.

Tactics:

1. Provide opportunities for career growth and development through regular mentoring and coaching.
2. Show support for employees by having a leadership presence at major events, occasions and calls for service.
3. Develop regular reporting & communication structures and schedules that instill pride and value Agency excellence.

Goal: Create the framework for innovative ideas to be heard and implemented.

Tactics:

1. Develop relationships with other agencies to learn innovative solutions to common law enforcement problems.
2. Provide opportunities for employees to share ideas on how the Agency can better align its operations with its vision.

Goal: Provide opportunities for all employees to continuously improve operations and services to the community.

Tactics:

1. Provide training opportunities for employees to learn continuous improvement skills.
2. Establish a process improvement team of sworn and civilian employees.
3. Share outcomes with all stakeholders.

PLAN GOALS

STRATEGIC CITY ALIGNMENT:



Focus Area: Sustainability – Initiative 2, Goal 2:
Recruit and retain an innovative workforce that is
motivated to exceed customer service expectations.

INITIATIVE AGENCY MANAGEMENT

Goal: Establish frameworks for consistent, ongoing communication throughout the department to keep employees informed and engaged.

Tactics:

1. Establish tools (e.g. intranet, webinars, etc.) that provide clarity on standard communication methods.
2. Establish regular schedules for Command Staff to engage and communicate with the entire agency.
3. Establish regular schedules for HPO Committee Heads to report progress to Command Staff and the entire agency.

Goal: Incorporate data and transparency into key agency decision-making.

Tactics:

1. Evaluate staffing levels, allocations and future needs using data.
2. Evaluate the promotional process at all levels to promote transparency and include employee feedback during the interview process.
3. Regularly review agency policies on a set cycle, utilizing a team of employees from all levels of the agency.



PLAN GOALS

STRATEGIC CITY ALIGNMENT:



Focus Area: Sustainability – Initiative 2, Goal 2: Recruit and retain an innovative workforce that is motivated to exceed customer service expectations.



INITIATIVE TRAINING, TOOLS & EQUIPMENT

Goal: Provide opportunities for training that keep the agency on the forefront of policing best practices.

Tactics:

1. Conduct a needs analysis to determine how to develop and staff a structured annual training program based on tenure and career goals.
2. Redevelop the training division, based on the outcome of the needs analysis, so it supports a comprehensive training and development program.

Goal: Provide necessary tools and equipment to ensure employees can conduct their work safely, effectively, and efficiently.

Tactics:

1. Develop regular replacement cycles for all equipment and budget accordingly.
2. Engage employees on innovative solutions for tools and equipment.

PLAN GOALS

STRATEGIC CITY ALIGNMENT:



Focus Area: Sustainability – Initiative 2, Goal 2: Recruit and retain an innovative workforce that is motivated to exceed customer service expectations.

INITIATIVE EMPLOYEE RECRUITMENT & RETENTION

Goal: Recruit and retain superior employees that create capacity to advance the Agency's vision and mission.

Tactics:

1. Through the collective bargaining process, maintain a competitive compensation plan that attracts a high quality and diverse candidate pool.
2. Develop and staff a comprehensive recruitment program that attracts a diverse and high quality candidate pool that is representative of the Agency's service population.
3. Utilizing the Agency's succession management plan, establish a recruitment plan to minimize the impacts of retirements on Agency performance.

INITIATIVE EMPLOYEE HEALTH & WELLNESS

Goal: Support the physical and mental well-being of all employees.

Tactics:

1. Establish a comprehensive Mental Health Program that advances a culture change surrounding the acceptance of seeking mental health care.
2. Provide modern employee uniforms to mitigate employee health concerns.
3. Provide options to employees for additional preventative health benefits.

PLAN GOALS

STRATEGIC CITY ALIGNMENT:



Focus Area: Sustainability – Initiative 2, Goal 3: Provide modern, evolving technology that supports collaboration, automation, and a seamless user experience.

INITIATIVE TECHNOLOGY ADVANCEMENTS

Goal: Effectively support communication and information sharing through seamless and modern technology.

Tactics:

1. Utilize the City's internal and external website/intranet or other platforms as a communication tool.
2. Implement technology in meeting rooms and the readoff room that will facilitate better communication.
3. Further integrate mobile technology into workflow and other technology systems.

Goal: Enhance customer service and citizen access to services through the use of technology.

Tactics:

1. Utilize technology to improve manual processes and enhance service delivery.
2. Utilize technology to reduce low priority calls for service.
3. Implement a new CAD/RMS software system that consolidates platforms and provides efficiencies in the field.
4. Evaluate opportunities to integrate the CAD/RMS data with the City's GIS to enable better data-informed decision-making and communication of crime information with the community.

PLAN GOALS

STRATEGIC CITY ALIGNMENT:



Focus Area: Public Health & Safety – Initiative 2, Goal 2:
Address community public safety issues using proactive tools and methods.

INITIATIVE PROACTIVE POLICING

Goal: Utilize intelligence-based predictive policing strategies to proactively solve and prevent community issues.

Tactics:

1. Enhance capacity to analyze data to inform public safety strategies and solutions.
2. Build Agency capacity to engage in citywide strategic partnerships to address regional issues impacting our community.
3. Use public safety data to create a shared sense of responsibility for community problem solving.

Goal: Build trust with the community through non-enforcement interactions between officers, youth and other community members.

Tactics:

1. Listen to community needs through surveys and community meetings.
2. Develop regular reporting and internal/external communication on the impact of agency specialty units based on the specific goals of each unit and the needs of the community.
3. Develop community engagement programs (digital and in person) to promote agency contributions to the community.

Goal: Build trust with the community by creating an atmosphere of mutual respect and transparency.

Tactics:

1. Increase transparency to the community surrounding agency policies, calls for services and information about critical incidents.
2. Develop programs that build capacity within the community to solve their own non-law enforcement problems.

PLAN GOALS

STRATEGIC CITY ALIGNMENT:



Focus Area: Public Health & Safety – Initiative 2, Goal 3:
Provide responsive, high-quality public safety services that
meet the community's needs.

INITIATIVE RESPONSIVE POLICE SERVICES

Goal: Deliver responsive and effective law enforcement services that address community safety priorities.

Tactics:

1. Establish Agency service-level benchmarks that align with community expectations and policing best practices.
2. Evaluate calls for service, caseloads and other data to determine if staffing and resource allocation is appropriate for desired levels of service.
3. Utilize Specialty Teams to provide advanced tactical and skilled law enforcement response to protect the life and safety of the community.
4. Provide alternative solutions for the community to report low priority or non-enforcement related calls for service to create capacity for high priority calls for service and proactive policing.

