

**Michigan State Police
Strategic Plan: 2020-2022**

Investment: Public Safety

Goal 1: Provide the highest quality law enforcement and public safety services by maximizing existing strengths and assets and by forging authentic community connections.

Objectives:

1.1 Maintain trooper strength and capabilities by conducting a one-for-one replacement for all enlisted attrition, in order to maintain a minimum staffing of 2,000 enlisted members annually by December 31.

- **Actions:**

- Conduct a minimum of one trooper recruit school annually
- Hire a one-for-one replacement for all enlisted attrition

- **Performance measures:**

- 2,000 total enlisted member strength
- 100% one-for-one replacement for all enlisted attrition

1.2 Provide a seamless in-car mobile environment that reduces administrative time for troopers by 10 percent by pursuing technology solutions, including single sign-on capability, enhanced connectivity, and dictation software by Dec. 31, 2022.

- **Actions:**

- Implement single sign-on
- Enhance connectivity in patrol cars
- Institute cloud-based data uploading
- Replace 33 percent of mobile data computers (MDC) annually
- Increase the number of dictation software licenses
- Incorporate Blue Team reporting modules into eAICS
- Implement new scheduling software, including options for overtime equalization, vacation picks, etc.
- Improve software update deployment to reduce administrative time spent updating MDCs

- **Performance measures:**

- 10 percent reduction of time spent by troopers on administrative duties
- 33 percent of mobile data computers replaced annually

1.3 Reduce crime and improve traffic safety by developing and implementing annual district-level plans, comprised of post and section plans, based on data and best practices that focus on crime and traffic initiatives where department resources can make a positive impact by December 31.

- **Actions:**

- Develop district-level plans, comprised of post and section plans, that identify specific type(s) of crime and traffic safety issue(s) or crash location(s) impacting the district, where department resources can make a positive impact
- Focus on reducing crime in Secure Cities Partnership (SCP) areas
- Identify specific enforcement actions that will be taken to address each issue
- Identify a target to be achieved to show an improvement in each area (i.e., reduce X crime by %; reduce crashes by % at X location)
- Conduct quarterly reviews and modify plans as needed

- **Performance measures:**
 - 100% of targets achieved in district plans
 - 100% of quarterly reviews conducted

1.4 Assess the department's current service delivery model to ensure it meets today's needs, including reviewing work sites and the assigned vehicle program by Dec. 31, 2022.

- **Actions:**
 - Conduct a review of work sites by division and district to identify needed changes, including locations, types of facilities, and infrastructure/connectivity issues by Dec. 31, 2020
 - Review the assigned vehicle program (AVP), including policy and participation by Dec. 31, 2020, to ensure it is meeting the department's operational needs
 - Develop and implement a priority-based plan to execute work site and AVP changes identified in reviews
- **Performance measures:**
 - 100% completion of facility/infrastructure reviews and recommendations by Dec. 31, 2020
 - 100% completion of the AVP review and recommendations by Dec. 31, 2020
 - 100% implementation of plan to make needed work site and AVP changes

1.5 Improve throughput in the Forensic Science Division to better serve our partners in the pursuit of criminal justice by Dec. 31, 2022.

- **Actions:**
 - Implement new submission policies and educate stakeholders about the new policies
 - Increase personnel where needed
 - Deploy new technologies to make work more efficient
 - Review service delivery model
- **Performance measures:**
 - 65-day average turnaround time for cases submitted to the DNA Unit
 - 28-day average turnaround time for cases submitted to the Seized Drugs Unit
 - 21-day average turnaround time for cases submitted to the Firearms/Toolmarks Unit
 - 28-day average turnaround time for cases submitted to the Latent Print Unit
 - 23-day average turnaround time for cases submitted to the Questioned Document Unit
 - 35-day average turnaround time for cases submitted to the Serology Unit
 - 6-day average turnaround time for cases submitted to the Toxicology Unit (blood alcohol)
 - 50-day average turnaround time for cases submitted to the Toxicology Unit (drug)
 - 50-day average turnaround time for cases submitted to the Trace Evidence Unit

1.6 Empower work sites with the resources and latitude to tailor their annual community outreach plan to meet the unique needs of the residents and stakeholders they serve through Dec. 31, 2022.

- **Actions:**
 - Develop and implement annual division and district community outreach plans comprised of work site specific plans
 - Conduct a community and stakeholder survey to gain a baseline for the impact of the department's outreach efforts by Dec. 31, 2020

- Conduct an annual community and stakeholder survey with the goal of building upon our baseline
- Identify performance measures based on survey results
- **Performance measures:**
 - 100% completion of division/district community outreach plans
 - 100% completion of launching a community and stakeholder survey by Dec. 31, 2020
 - % increase of baseline in community and stakeholder survey by Dec. 31, 2021
 - Target to be determined following survey
 - % increase of baseline in community and stakeholder survey by Dec. 31, 2022
 - Target to be determined following survey

1.7 Develop an after-action procedure that is implemented within 30 days following a critical incident to identify lessons learned and opportunities for improvement through Dec. 31, 2022.

- **Actions:**
 - Develop an after-action procedure, including an after-action review template and improvement plan template by Dec. 31, 2020
 - Establish an after-action review committee to recommend changes to policy and training by Dec. 31, 2020
 - Implement the after-action procedure for all critical incidents, beginning Jan. 1, 2021
- **Performance measures:**
 - 100% of critical incidents with an after-action review held within 30 days

Investment: Employee Experience

Goal 2: Support our department members by creating an environment that fosters engagement and encourages personal growth and future success.

Objectives:

2.1 Launch an internal mobile app that will enhance employee communication and engagement by Dec. 31, 2021.

- **Actions:**
 - Research and identify potential mobile app platforms
 - Customize the mobile app to meet the department's needs
 - Pilot the mobile app
 - Launch the mobile app
 - Identify performance measures for mobile app engagement
- **Performance measures:**
 - 68% or higher agree score for the Employee Survey question "My department keeps employees informed about matters affecting us"
 - 79% or higher agree score for the Employee Survey question "I get the information I need to be productive in my job"
 - % employee engagement within the mobile app (analytics)
 - Target to be determined following app selection

2.2 Establish a department-wide employee mentor program to encourage personal growth and future success by Dec. 31, 2021.

- **Actions:**
 - Research and develop an employee mentor program
 - Develop a mechanism to determine the reasons why employees voluntarily leave the agency
 - Develop a mentor program that addresses deficiencies identified for employee departures
 - Identify performance measures for mentor program
- **Performance measures:**
 - 79% or higher agree score for the Employee Survey question "I believe I have the opportunity for growth in my current job"
 - 74% or higher agree score for the Employee Survey question "Department leadership is interested in the well-being of employees"
 - 100% of available spots filled for mentors/mentees
 - Additional targets to be determined based on mentor program goals

2.3 Establish a civilian onboarding program that will foster employee inclusion and improve retention by Dec. 31, 2022.

- **Actions:**
 - Review the current onboarding process and new employee orientation by June 30, 2020
 - Implement a 12-month civilian onboarding program by December 31, 2020
 - Create a mentor opportunity for new civilian employees within 30 days of their employment by December 31, 2020
 - Establish a survey for new civilian employees to complete after the onboarding process to determine effectiveness by December 31, 2021
 - Identify performance measures based on survey results by June 30, 2022

- **Performance measures:**
 - 100% of new civilian employees assigned a mentor within 30 days
 - % increase of new employee survey baseline
 - Target to be determined following survey

2.4 Make training more accessible for department members and our public safety partners by utilizing virtual-reality and modern video-based learning methods and by seeking alternate training locations by Dec. 31, 2022.

- **Actions:**
 - Research and establish alternate training locations, especially in northern Michigan by Dec. 31, 2020
 - Determine training that can be offered at alternate locations and through virtual learning by Dec. 31, 2020
 - Assess training that is currently available to our partners and identify ways to increase training availability by Dec. 31, 2020
- **Performance measures:**
 - 20% of training offered virtually
 - 10% increase in trainings offered at alternate locations (non-Training Academy)

Investment: Diversity, Equity, & Inclusion

Goal 3: Build a department culture that values trust, transparency, and individual contributions that will inspire the confidence of department members, the public, and our stakeholders.

Objectives:

3.1 Expand opportunities that foster employee inclusion and provide a platform for open dialogue from diverse perspectives through Dec. 31, 2022.

- **Actions:**
 - Implement the ONE concept department-wide through December 31, 2022
 - Establish employee resource groups by June 30, 2020
 - Seek opportunities to provide cultural awareness and education to department members through December 31, 2022
- **Performance measures:**
 - 80% or higher agree score for the Employee Survey question “My work group has a climate in which diverse perspectives are encouraged and valued”
 - 80% or higher agree score for the Employee Survey question “I believe that employee diversity is important to our success”

3.2 Institute recruiting practices that reduce barriers to employment in order to increase the trooper minority applicant pool and female applicant pool by Dec. 31, 2022.

- **Actions:**
 - Provide ongoing training to recruiters in new recruiting practices
 - Establish a mechanism to routinely assess the effectiveness of recruiting outreach
 - Make changes to recruiting and hiring practices that will reduce barriers to employment and will increase the trooper applicant pool
- **Performance measures:**
 - 25% racial minority trooper applicant pool
 - 20% female trooper applicant pool

3.3 Review the impact and intent of the department’s current youth mentoring and cadet programs with the goal of attracting and building a pipeline for entering recruit school by Dec. 31, 2022.

- **Actions:**
 - Review current youth mentoring programs department-wide, including the junior cadet program, MiYLA, American Legion, Kiwanis, etc. by May 31, 2020
 - Assess the current cadet program (ages 19+) to determine if the program is meeting the desired effectiveness to serve as a pipeline to recruit school by May 31, 2020
 - Research a competitive fellowship program for youth ages 17-21 by May 31, 2020
 - Establish a program(s) that best meets the department’s recruiting needs based on research and review of youth mentoring, cadet, and fellowship programs
 - Identify performance measures for the program(s)
- **Performance measures:**
 - 100% of cadets successfully graduate recruit school
 - TBD based on research and program(s) implemented

3.4 Capitalize on new and existing partnerships with community members that will provide department members with diverse perspectives, cultural awareness, and customer feedback by Dec. 31, 2022.

- **Actions:**
 - Establish a forum where diverse groups can provide feedback to department leadership and act as a sounding board for new initiatives, policies, and ideas
 - Invite community members to participate in recruit training to gain insight and offer feedback
- **Performance measures:**
 - 3 or more community forums held annually
 - 20% of recruit training scenarios are open to participation by community members