



CITY OF MISSOULA

Police Department

"Honor, Valor, Pride"

Missoula Police Department Strategic Plan 2022-2025

Mission:

We are a community-oriented agency committed to delivering professional police service to Missoula. We strive to improve the quality of life of our citizens and the livability of our community.

Organization Vision:

Members of the Missoula Police Department are committed in preserving a high quality of life and feeling of safety for the City's diverse population. The Department balances quick responses to all crimes with community problem solving and crime prevention approaches. We will interact with the public as our partners and as customers worthy of our best service. We will constantly evaluate and improve our efforts to enhance public safety with the goal of improving the quality of life while at the same time maintaining respect for individual rights and human dignity.

Organization Values:

- Our customers are the community, department personnel, other City agencies and other Criminal Justice Agencies.
- We are accountable for our individual and organizational performance.
- The organization is quality driven.
- We depend on the community's confidence and trust and every contact should endeavor to enhance that relationship.
- We embrace diversity and the dignity of each person.
- We respect and protect human rights.
- We have a positive attitude and will look to accomplishments rather than obstacles



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Strategic Plan Overview

Goal 1 - Protect Life and Property

- Objective 1a – Sexual Assault Awareness Prevention and Outreach
- Objective 1b – Reduce Community Impact from Methamphetamine and Opiates and Support Drug Recovery Efforts | Reduce Property Theft
- Objective 1c- Break the Cycle of Domestic Violence
- Objective 1d – Integrate and Support Mental Health Intervention Unit

Goal 2 - Enhance Public Trust

- Objective 2a – Engage with City Equity Program
- Objective 2b – Improve Police Department Online Presence and Engagement with Public
- Objective 2c –Missoula Police Department Outreach Program
- Objective 2d – Produce Department Publications and Media Press Releases

Goal 3-Enhance Internal Trust

- Objective 3a - Demonstrate agency commitment to officer health and wellness by investing in officers and their families
- Objective 3b - Foster environment of ownership, accountability, and recognition for exemplary work among all employees
- Objective 3c - Improve internal communications and increase situational awareness by streamlining information flow and encouraging employees to inform departmental decision making
- Objective 3d - Consolidate and streamline fleet management and equipment testing/supply chain functions with goal of providing needed equipment and supplies in an efficient and timely manner



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Goal 4-Strengthen and Modernize the Department's Response to Emerging Public Safety Trends

- Objective 4a - Expand engagement with community partners to address quality of life issues related to homelessness, mental illness, and addiction with goal of reducing overall calls for service in designated categories
- Objective 4b - Overhaul of internal training practices to include planned, consistent, relevant, and documented training for all agency employees
- Objective 4c - Analyze current and future needs pertaining to digital forensic investigations and draft a long-term strategy to address those needs
- Objective 4d – Modernize policing approaching using data driven approaches - DDACTS



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Goal 1: Protect Life and Property

Objective 1A - Sexual Assault Awareness and Care

➤ *Metrics*

- *Establish national estimate of sexual assaults per 100k and track Missoula averages. Work to reduce this number and control the narrative.*
- *Establish baseline of sexual offenders in compliance and work towards increasing the percentage of compliant individuals.*

➤ *Strategies*

- *Prevention and education radio/podcasts/billboards/schools (see Objective 1D strategies for seasonal messages).*
- *Sex Offender Awareness and Compliance Program by delivering specific efforts towards sex offense compliance.*
- *Increase instances of reporting by working closely with community partnership organizations.*

Objective 1B – Reduce Community Impact from Methamphetamine and Opiates and Support Drug Recovery Efforts

➤ *Metrics*

- *Increase the number of user level case referred to drug/diversion program.*
- *Increase number of drugs taken back by drug program.*
- *Decrease overdose deaths.*

➤ *Strategies*

- *Use data driven approach to disrupt distribution channels.*
- *Focus enforcement efforts on distribution and trafficking of methamphetamine and opiates (e.g., fentanyl, heroin, etc.)*
- *Increase quantity of prescription drugs delivered to the drug-take-back program by weight each month/quarter.*
- *Work in closer conjunction to adult/youth probation and parole regarding trends and prevention.*
- *Work with community stakeholders to support rehabilitation efforts.*



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Objective 1C - Break the Cycle of Domestic Violence

- *Metrics*
 - *Measure the satisfaction of service by victims.*
 - *Increase communication and prosecution of domestic violence offenders with an emphasis on rehabilitation (court mandated anger management, and conditions of release enforcement).*
- *Strategies*
 - *Increase MPD referrals to YWCA housing.*
 - *Work with Crime Victim Advocates to assist with victim relocation fund or transport service.*

Objective 1D - Integrate and Support Mental Health Intervention Unit

- *Metrics:*
 - *Increase the number of mental health referrals to mental health unit.*
 - *Reduce recidivism of mental health crisis calls.*
 - *Increase number of CIT trained officers.*
- *Strategies*
 - *Increase number of CIT training events.*
 - *Provide a more robust and time intensive approach to mental health by identifying those in crisis who fit the criteria for the mental health unit intervention.*
 - *Identify subjects and intervene in mental health issues prior to persons becoming critical or self-destructive.*
 - *As this program continues to progress the objective is to create a fluid and known process for identification, treatment, and follow-up care with mental health professionals with very little law enforcement intervention.*



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Goal 2: *Enhance Public Trust*

Objective 2A - Engage in the Justice, Equity, Diversity and Inclusion (JEDI) Initiative

- *Metrics*
 - *Evaluation of policies and procedures to ensure JEDI is being followed.*
 - *Reduce citizen complaints related to bias and discrimination.*
- *Strategies*
 - *Engage and collaborate with City JEDI initiative coordinator.*
 - *Community outreach to underrepresented groups.*
 - *Provide implicit bias training for personnel.*

Objective 2B - Improve Police Department Online Presence and Engagement with Public

- *Metrics*
 - *Progressively increase followers/likes/reposts (activity and engagement) by +10%.*
 - *Progressively increase the number of posts and quality by +10%.*
- *Strategies*
 - *Establish MPD Instagram, Twitter and LinkedIn Presence.*
 - *Release instances of outstanding police video via social media.*
 - *Recruit PD Volunteers to ride and capture content.*

Objective 2C - Missoula Police Department Outreach Program

- *Metrics*
 - *Increase number of MPD community events.*
- *Strategies*
 - *Recruiting fair(s).*
 - *Recruit Tutoring and Practice Day at MPD.*
 - *Day Camp Opportunities during public school holidays.*
 - *Participate in National Night Out Program.*



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Objective 2D – Produce Department Publications and Press Release

➤ *Metrics*

- *Track number of articles published in newspapers/magazines/blogs.*
- *Track the number of followers, views, likes.*

➤ *Strategies*

- *Plan and implement an aggressive media strategy with a focus on quality content production.*
- *Conduct more interviews, television spots, YouTube videos.*
 - *Seasonal issues can be addressed in these video spots. Return to college (drinking, sex assaults, etc.), holiday season (drinking and driving) hunting season (guns left in cars) volunteer program, kids/dogs left in cars in the summer, etc.*
 - *Having a local police spokesperson can help with these messages.*
 - *PIO Training for Corporals and Sergeants*

Goal 3: Enhance Internal Trust

Objective 3a: Demonstrate agency commitment to officer health and wellness by investing in officers and their families.

➤ *Metrics*

- *Decrease average MPAT times.*
- *Decrease hours lost due to work related injury.*

➤ *Strategy*

- *Provide locker rooms to minimize transmission of drugs and disease from uniforms at home and provide officers a location to change uniforms and shower when needed.*
- *Design and implement a department wide physical fitness program.*
- *Implement peer support program for officers.*



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Objective 3b: Foster environment of ownership, accountability, and recognition for exemplary work among all employees.

➤ *Strategy*

- *Implement standardized employee evaluations for all employees.*
- *Implement clear guidelines regarding tactical debriefing/ after action reporting at patrol squad level including successes, improvements, and remedial action planning.*

Objective 3c: Improve internal communications and increase situational awareness by streamlining information flow and encouraging employees to inform departmental decision making.

- *Ongoing departmental commitment to collaborative problem solving through MPOA Safety and Article 37 Committee.*
- *Implement quarterly all-supervisor meetings with department leadership.*
- *Inclusion of "Chief's Brief" in designated officer training days*

Objective 3d: Consolidate and streamline fleet management and equipment testing/supply chain functions.

➤ *Metric*

- *Creation and implantation of standardized procedures for testing and evaluating equipment and vehicles prior to adoption.*

➤ *Strategy*

- *Create and staff a full-time vehicle fleet manager and equipment quartermaster position serving as a centralized point of logistical support i.e., testing, ordering, and tracking equipment based upon identified needs.*
- *Standardize equipment field testing procedures including vehicle and personal equipment to inform purchasing decisions based on identified needs.*



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Goal 4: Strengthen and Modernize the Department’s Response to Emerging Public Safety Trends

Objective 4a: Expand engagement with community partners to address quality of life issues related to homelessness, mental illness, and addiction with goal of reducing overall calls for service in designated categories.

➤ *Metric*

- *Decreased calls for service in designated categories*
- *Increased MPD referrals for non-acute mental health services, addiction services, and housing assistance.*

➤ *Strategy*

- *Expand current efforts to engage with partners such as Crisis Intervention Team, Mobile Support Team Poverello Center, WMMH, city council, Missoula Parks Department, etc. in collaborative problem solving and prevention measures.*

Objective 4b: Overhaul of internal training practices to include planned, consistent, relevant, and documented training for all agency employees

➤ *Strategy*

- *Creation of minimum agency training standards designed to identify and provide essential training to officers on uniform timeline.*
- *Creation of career-track-based training schedules to provide access to specialized career track training based upon demonstrated aptitude and interest.*
- *Creation of mentorship and job shadowing SOP to provide career guidance and career development opportunity within department.*
- *Create first-line supervisors training for newly promoted supervisors.*

Objective 4c: Analyze current and future needs pertaining to digital forensic investigations and draft a long-term strategy to address those needs.

➤ *Strategy*

- *Adopt goal of becoming a regional asset in the field of digital forensics and providing logistical support to outside agencies with lesser capability.*
- *Explore outside funding sources to support creation of a digital forensic investigative unit comprised of several technicians/investigators.*



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Objective 4d – Implement Data Driven Approaches to Crime and Traffic Safety (DDACTS) operational model.

➤ *Metric-*

- Implementation of DDACTS operational model and reduction of crime and crash frequency in identified areas over a pre-determined span of time.

➤ *Strategy*

- Display existing crime and crash data in an easily interpreted GIS format. Regularly provide this information to patrol supervisors.
- Provide supervisors guidance in interpreting data and using it to deploy traffic and patrol resources to these areas.
- Engage with community partners and stakeholders to educate them on DDACTS model and objective.
- Promote the effectiveness of high visibility traffic enforcement as a core operational element for reducing crashes and crime.
- Report DDACTS findings to city engineering.