



# STRATEGIC PLAN

JANUARY 1, 2013-DECEMBER 31, 2017

## Phase II



**MICHIGAN STATE POLICE: SERVICE WITH A PURPOSE**

*“When one has energy, enthusiasm, and the will to succeed, the greatest obstacles we face become small hurdles.”*

*- MSP Police Courtesy Manual*



## Service With a Purpose

### The Strategic Plan of the Michigan State Police

January 1, 2013 – December 31, 2017

#### Phase II

I am pleased to present Phase II of the department's five-year strategic plan. During the first 18 months of this plan, much was accomplished thanks to the hard work and dedication of our members. This updated plan builds on these accomplishments and continues the forward momentum that will lead us to a milestone occasion in 2017 – our 100th anniversary.

The theme of the department's strategic plan is "Service With a Purpose." Our mission includes the delivery of quality statewide services and a commitment to the citizens of Michigan in both word and deed.

Courtesy has been and must continue to be the trademark stamp of the Michigan State Police. The devotion to service and courtesy can be traced back to the 1940s when then-Commissioner Oscar G. Olander penned the first *MSP Police Courtesy Manual*.

The wisdom that Commissioner Olander shared about courtesy being the foundation to an organization's success is still relevant today. The power of *esprit de corps*, which is a sense of camaraderie and shared pride in an organization, is important to all of us. Three factors that foster the growth of *esprit de corps* are: faith in common purpose, faith in each other, and faith in leadership. When all three of these factors are present in an organization, success is imminent.

As I consider all we have accomplished and all we will accomplish, I can say with confidence that *esprit de corps* is alive and well within the Michigan State Police. With this strategic plan as our roadmap and having the hardest working employees in state government, I look forward to the positive impact that we will continue to make!



Col. Kriste Kibbey Etue  
Director, Michigan State Police

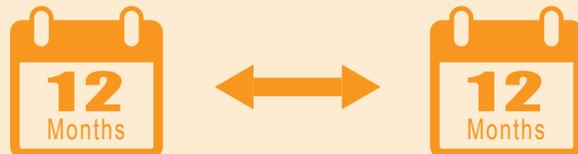


# Initiatives Completed in the First 18 Months

A method to track the number of enforcement and civilian personnel providing community outreach on behalf of the MSP.



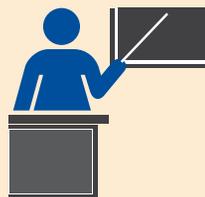
Total CST performance for the calendar year will be tracked and compared to the previous year to note how any additional CSTs are affecting the overall impact of the program.



An assessment of the Community Service Trooper (CST) need.



CSTs will have at least two training sessions annually to learn about new topics and issues they may come across and to share ideas with each other on best practices.



Performance management plans for all post and district commanders will include an objective related to community outreach.



Define the scope of information to be included in the inventory/employee database(s).

Research and develop a quality employee health and fitness program.



From Goal #1: Provide statewide policing to enhance public safety

From Goal #2: Invest in our employees by providing the highest quality training and technology

# January 2013 - June 2014

Establish standards of performance for enforcement members in the field.



An activity analysis system will be developed for at-post troopers and a mandate established for reviews to be conducted semi-annually.



## GROUP 4



Align Group 4 performance objectives with the department's Strategic Plan.



Establish baseline performance management objectives for all field enforcement members.

Establish a baseline for overall motor carrier officer activity.



Conduct an analysis of administrative support staffing levels.

**From Goal #3: Enhance customer service by building on the department's foundation as a service organization**



### **Mission**

Provide the highest quality law enforcement and public safety services throughout Michigan.

### **Vision**

Be a leader and partner in law enforcement and public safety, with a highly trained, full-service state police force that is mobile, flexible, and responsive to emerging public safety needs across Michigan.

### **Value Statement**

“A PROUD tradition of SERVICE through EXCELLENCE, INTEGRITY, and COURTESY”

### **Philosophy of Leadership**

The department achieves its mission through employees who distinguish themselves as leaders by their ability to earn respect, instill confidence, and strengthen morale by providing vision, accountability, and recognizing individual contributions and achievements.

# Goal 1

## ***Provide statewide policing to enhance public safety.***

The Michigan State Police (MSP) seeks to be a world-class police agency that leads the way in adopting new and innovative policing methods and tools, providing an exceptional value for the investment.

### **1.1 Increase statewide police services and patrol operations in accordance with the Regional Policing Plan (RPP) by December 31, 2015.**

In March 2011, the MSP announced the adoption of a regional policing model designed to provide increased services while relying less upon traditional “bricks and mortar” post buildings. The plan increases operational efficiencies through the use of advanced technologies and data-driven policing. The department will continue to enhance statewide police services and patrol operations by increasing the total trooper strength, hours on patrol, and the number of troopers participating in the assigned vehicle program.

### **1.2 Update the Resource Allocation Model (RAM) to identify baseline MSP patrol and investigative needs within each district and post area by December 31, 2015.**

To maintain effective and efficient police services, the department will update the RAM developed in 2010 to reflect the department’s regional policing model and mobile environment. The RAM will provide baseline coverage recommendations concerning MSP patrol and investigative needs within each district and post area of the state to assist department leadership with aligning patrol and investigative resources to address any unmet needs and to ensure future staffing assignments are tied to an operational nexus and based on data.

### **1.3 Maintain an overall 60% MSP crime clearance rate annually.**

District commanders will receive a quarterly report on violent crime and clearance rates by district and work site to assist in addressing crime. Special interview and interrogation training will be offered to enlisted members to improve investigative abilities. Work site inspections will review investigative efforts and Automated Incident Capture System (AICS) closure coding to ensure quality investigations and proper case closure.



**1.4 Focus patrol and investigative resources to improve public safety in communities utilizing the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) and evidence-based analysis capabilities by December 31, 2017.**

Utilizing DDACTS and evidence-based policing strategies, patrol and investigative resources will be directed to high-crime areas serviced by the MSP to increase presence and enforcement, including in the top 10 most violent communities in Michigan based on Michigan Incident Crime Reporting (MICR) data. In addition, Commercial Vehicle Enforcement Division (CVED) resources will be deployed based on DDACTS analysis to reduce commercial motor vehicle traffic crashes.

**1.5 Institute traffic safety initiatives, in addition to existing federally-funded initiatives, annually by December 31.**

Proactively educating and enforcing impaired, distracted, drowsy, and careless driving has the potential to greatly reduce the number of serious crashes. Education and enforcement of restraint use minimizes injury and death when crashes do occur. In support of the Michigan Strategic Highway Safety Plan goal to reduce traffic fatalities by 200 by 2016, working with the Traffic Services Section, every post will develop at least one traffic safety initiative, supported by crash data, annually. In addition, the Commercial Vehicle Enforcement Division (CVED) will develop at least one commercial vehicle traffic safety initiative per district annually.

**1.6 Reduce the average turnaround time of forensic evidence testing to 30 days by December 31, 2016.**

The Forensic Science Division will achieve an average turnaround time of 30 days by employing a diverse set of strategies that bring laboratory capacity into balance with demand. Modest increases in staffing are but one strategy. Clearing of adjudicated cases, enhanced customer service practices, the teaching of triage skills to police officers and prosecutors who can better prioritize evidence, and the improvement of internal analysis processes are among the strategies to be used.

**1.7 Build and occupy a new State Emergency Operations Center (SEOC) by December 31, 2017.**

The SEOC, Michigan Cyber Command Center (MC3), and Michigan Intelligence Operations Center (MIOC) will be consolidated into a single facility at the state's General Office Building (GOB) in Lansing. Mission critical functions of these groups will be housed in a new hardened structure. Administrative support functions, including the Emergency Management and Homeland Security Division (EMHSD), will be housed in existing office space at the GOB.



**1.8 Develop a statewide communications interoperability strategic plan with goals, objectives, and timelines by September 30, 2015.**

Working with the Council on Law Enforcement and Reinvention (CLEAR), formulate recommendations for improving Michigan's public safety communications systems, including the implementation of Next Generation 9-1-1 (NG 9-1-1).

**1.9 Expand MSP cyber security efforts in support of the Michigan Cyber Initiative by December 31, 2017.**

In response to rising cyber security threats against both the government and citizens, the MSP established the Michigan Cyber Command Center (MC3) in 2013. The MC3 is charged with investigating and mitigating criminal cyber incidents. To adequately accomplish this mission, personnel and resource needs must be identified and coordination must be increased with other government and private sector entities.

**1.10 Expand the capture and use of real-time crime data within Michigan by increasing the number of law enforcement officers using the Statewide Records Management System (SRMS) and applying evidence-based policing strategies by December 31, 2017.**

The availability of real-time crime data enables law enforcement to quickly identify crime trends, deploy resources to combat hot spots of criminal activity, and access relevant information that aids in investigations. By increasing the number of law enforcement officers using the SRMS, more real-time data will be captured and made available to all users on the system, enhancing efficiency and providing for more informed decision-making by police administrators. By providing access to the Criminal Justice Information Center (CJIC) Dashboard, law enforcement agencies will further enhance their ability to analyze crime and crash data, and to apply evidence-based policing strategies, such as Data-Driven Approaches to Crime and Traffic Safety (DDACTS), to improve public safety.

**1.11 Develop a statewide drug enforcement strategy by September 30, 2016.**

The production, abuse, and trafficking of illegal drugs throughout Michigan continues to be of great concern. The ramifications of illegal drug trafficking and abuse include homicide, violent crime, property crime, accidental deaths caused by drug overdoses, and drugged driving.



*“Members of the Michigan State Police are expected to maintain irreproachable integrity regardless of whether they are on duty or off.”*

*- MSP Police Courtesy Manual*

# Goal 2

## Invest in our employees by providing the highest quality training and technology.

The department recognizes our members are our most valuable resource, without whom our mission cannot be accomplished. Investing in our members will pay dividends in the quality of service and employee retention.

### **2.1 Conduct a minimum of one trooper recruit school annually by December 31.**

Conducting a minimum of one trooper recruit school annually is critical to ensuring we have adequate trooper staffing statewide and will allow for more effective response to emerging public safety issues. The department will continue to actively recruit and select qualified candidates for annual trooper recruit schools based on MSP hiring standards.

### **2.2 Implement a comprehensive recruiting plan to attract qualified candidates for department vacancies by June 30, 2015.**

To maintain a talented workforce, the department's comprehensive recruiting plan seeks to actively recruit qualified individuals for all positions, with special focus on key specialty positions to include trooper, motor carrier officer, forensic science, biometrics, cyber security, emergency management, and homeland security. Goals include increasing the diversity of applicants, developing an integrated marketing campaign, and reducing the length of the hiring process.

### **2.3 Develop classification-specific continuous education training by December 31, 2014, to be implemented beginning in January 2015.**

A Career Enrichment Plan will be established for all five job classification groups: 5-8, 9-11, 12-13, 14-15, and 16 and above. Each plan incorporates essential job function skills for that classification, as well as prepares the member for advancement to the next classification level. Each Career Enrichment Plan is targeted to be completed over a period of five years. Members are required to complete the courses designated for their group each year.

### **2.4 Develop a two-week management and leadership development class by September 30, 2014, for all members at the 14-level and above, to be implemented beginning in January 2015.**

This class will prepare members to serve in management and leadership roles within the department.



**2.5 Integrate various department applications and databases to increase operational and administrative efficiency by December 31, 2015.**

Currently, there are numerous databases and applications (employee information, equipment inventories, phone lists, etc.) used on a regular basis throughout the department that do not interact with each other. By integrating these sources of data, the quality of information will be enhanced and redundant entry of data will be lessened.

**2.6 Construct an outdoor range to support public safety training programs by September 30, 2016.**

The outdoor range will be a multi-faceted firearms range that will be used to provide necessary and required firearms training. The range will allow for increased training opportunities and help alleviate scheduling conflicts with current facilities.

**2.7 Construct a simulated training city to support public safety training programs by December 31, 2017.**

The simulated training city will be a multi-faceted training center with statewide, regional, and national capabilities. The simulated training city will be used to teach public safety members investigative techniques, firearms skills, defensive tactics, and for many other law enforcement scenarios, including planning and making arrests, processing evidence at crime scenes, conducting interviews and searches, using ballistic shields as protection, and clearing areas and buildings so they are safe to enter.

**2.8 Improve employee wellness in the areas of health, nutrition, physical fitness, safety, emotional well-being, and preparedness by December 31, 2015.**

To build a stronger department, we must build a healthier department. The voluntary employee wellness program uses a holistic approach to health, nutrition, and physical fitness. This program will be expanded to include an emphasis on safety and preparedness as well.

**2.9 Implement e-AICS and integrate it with other eApplications by March 31, 2015.**

The department's current report writing system, called the Automated Incident Capture System (AICS), does not operate seamlessly in the mobile environment of a patrol vehicle (i.e., officer daily, e-crash, e-citation). Resolving the issues that limit this capability will increase data accuracy and reduce the amount of administrative time spent by troopers by eliminating the repetitive entry of information.

*“Knowledge is  
among the  
most important  
qualities any  
person can  
possess.”*

*- MSP Police Courtesy Manual*

# Goal 3

## Enhance customer service by building on the department's foundation as a service organization.

At its core, the MSP is a service organization. Our commitment to superior service seeks to bring a unified and comprehensive approach to state government by applying a framework of performance management, service and process optimization, employee engagement, and change management.

### **3.1 Select and train one enlisted member at each district and post to serve as a public information officer (PIO) by March 31, 2015.**

By providing advanced media relations training to at least one enlisted member at every district and post, we will build a cadre of PIOs who can develop ongoing professional relationships with media in their area, as well as handle media response during critical incidents.

### **3.2 Increase community outreach and prevention services by 20% for purposes of crime prevention and education by June 1, 2015.**

The department continues to emphasize the importance of community outreach by enforcement and civilian members, which includes efforts such as school presentations, community events, youth mentoring, and volunteer activities. To enhance the department's connection with the communities we serve, we will establish at least one Community Service Trooper (CST) at each post. In addition, recognizing that the fastest growing segment of Michigan's population is age 85 and older, the department will increase outreach efforts focused on preventing crimes against older adults, including elder abuse and fraud.

### **3.3 Establish a centralized unit to provide coordination, oversight, and management of the department's efforts focused on missing persons, missing children, and unidentified human remains by June 30, 2015.**

The department has several programs focused on locating missing persons, including the Missing Children's Clearinghouse, AMBER Alert, EAGLE EYE, and the National Center for Missing and Exploited Children. To increase customer service, the department will identify a central entity with responsibility for these efforts to ensure missing and unidentified persons cases in Michigan are being thoroughly investigated and coordinated across jurisdictional boundaries, and are in accordance with statutory requirements.





*“Tact is the ability to say and do the proper thing at the proper time in such a way that the affected person is not offended.”*

*- MSP Police Courtesy Manual*

# 2014 Strategic Plan Review Committee

*“Hard work  
and constant  
study are keys  
to outstanding  
performance.”*

*- MSP Police Courtesy Manual*

Lt. Col. Richard Arnold, State Services Bureau  
Ms. Shanon Banner, Public Affairs Section  
Mr. Timothy Bolles, Administrative Services Bureau  
Capt. Michael Caldwell, Special Operations Division  
Ms. Linda Cwiek, Director's Office  
Sgt. Aric Dowling, Field Services Bureau  
Col. Kriste Kibbey Etue, Director  
D/F/Lt. Sean Furlong, First District Headquarters  
Ms. Nicole Furnish, Public Affairs Section  
Ms. Diane Garrison, Command Officers Association  
Lt. Col. Gary Gorski, Specialized Services Bureau  
Ms. Lori Higgins, Specialized Services Bureau  
Ms. Lori Hinkley, Criminal Justice Information Center  
Ms. Stephanie Horton, Human Resources Division  
Ms. Sherri Irwin, Departmental Services Division  
Tpr. Nate Johnson, Michigan State Police Troopers Association  
Capt. Chris Kelenske, Emergency Management and Homeland Security Division  
Ms. Josephine Klotz, Director's Office  
Capt. Michael Krumm, Commercial Vehicle Enforcement Division  
Capt. Kari Kusmierz, Training Division  
Ms. Nicole Lisabeth, Public Affairs Section  
Insp. Scott Marier, Forensic Science Division  
F/Lt. Emmitt McGowan, Field Services Bureau  
Mr. Michael Prince, Office of Highway Safety Planning  
Capt. David Roesler, Sixth District Headquarters  
Lt. Col. W. Thomas Sands, Field Services Bureau  
Insp. Jim Shaw, Field Services Bureau  
Mr. Shawn Sible, Administrative Services Bureau  
Insp. Stephen Sipes, Third District Headquarters  
Mr. Jeremy Slavish, Biometrics and Identification Division  
Insp. Christopher Stolicker, Seventh District Headquarters  
Capt. Greg Zarotney, Director's Office

Facilitator: Col. (ret) Berri K. Meyers, Department of Military and Veterans Affairs

# MSP on the Web



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