

Rantoul Police Department



Strategic Plan

2019 - 2023



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Introduction



On behalf of the Rantoul Police Department, we are pleased to present our department’s five year strategic plan as we strive to achieve our vision to be a model law enforcement agency by creating partnerships, building trust, reducing crime and improving the quality of life for our community. This plan will serve as a blueprint to guide our organization over the next five years. It is the culmination of months of planning, research, and discussion about priorities and the focus of our organization. The strategic plan is a dynamic document that is in a state of constant review and updating. As specific goals are achieved, new challenges will become apparent.



The Rantoul Police Department has enjoyed tremendous support from the Mayor, Board of Trustees, and Village Administrator. It is with their support and the support of our community that we will be able to move forward and achieve the goals set forth in this strategic plan.



We encourage you to review our strategic plan, which reaffirms our commitment to serving and protecting our community to maintain the safety of our citizens, to preserve the peace, and to improve the quality of life in the Village of Rantoul.

Anthony J. Brown
Chief of Police

Alex F. Meyer
Lieutenant

Justin E. Bouse
Lieutenant

Organizational Overview

The Rantoul Police Department proudly serves the Village of Rantoul; a diverse and emerging community of approximately 13,000 residents. The Village, located in east central Illinois, covers approximately 8.6 square miles. The Department is a progressive and innovative law enforcement agency, possessing a strong value system that emphasizes providing services with respect, integrity and pride.

The Rantoul Police Department consists of 38 employees, 31 of which are sworn police officers. The Department is divided into two service divisions, with a Lieutenant overseeing each division. The Patrol Division is led by Lieutenant Alex Meyer and the Administrative Division is led by Lieutenant Justin Bouse.

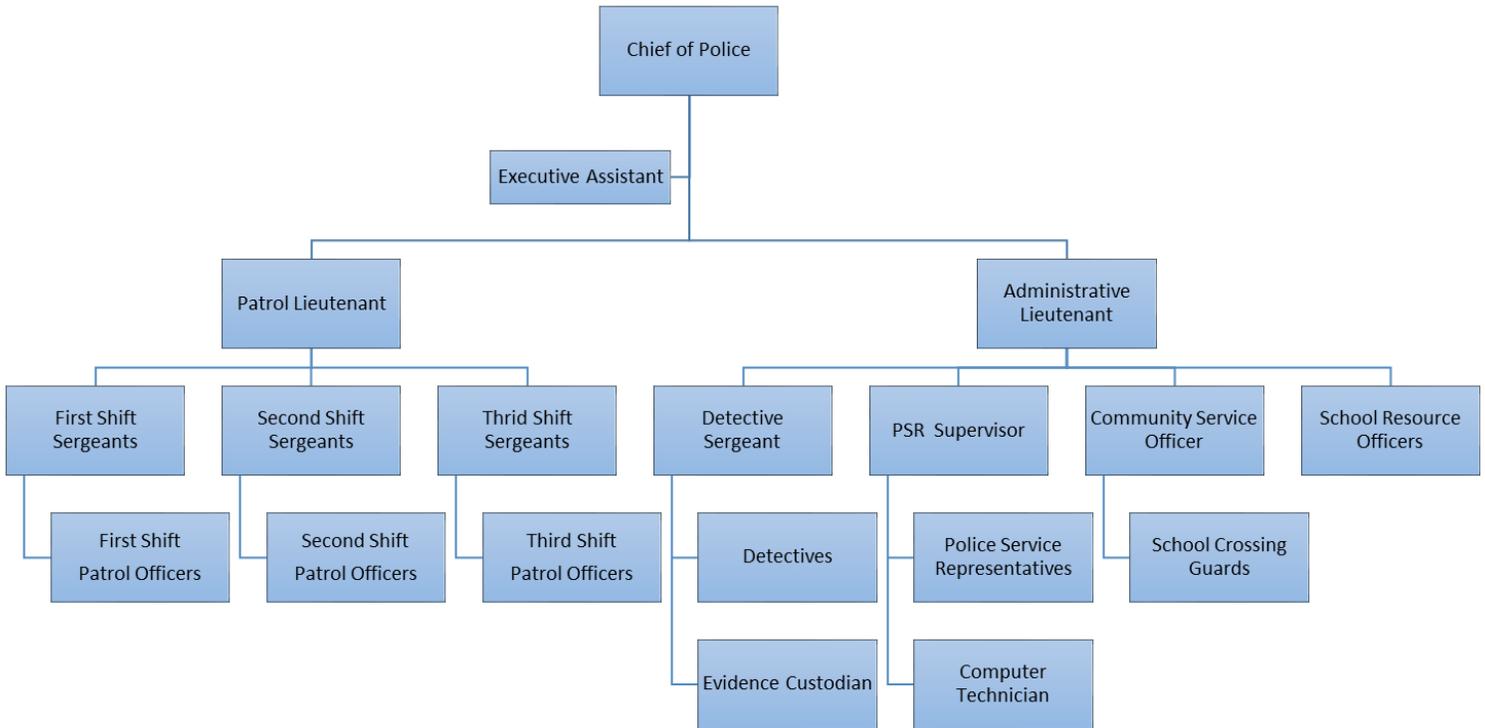
The Patrol Division is the largest division of the Rantoul Police Department composed of 17 patrol officers supervised by two patrol sergeants on each shift. The officers assigned to the Patrol Division respond to calls 24 hours a day, seven days a week. Typical duties of a patrol officer include residential and business patrols, enforcement of state, local, and traffic offenses, investigation of motor vehicle traffic crashes, and response to calls for service. Assigned officers conduct patrol in marked police vehicles, bicycles, and occasional foot patrols.

The Police Department's Administrative Division includes Investigations, School Resource Officers, Records, Animal Control, and Emergency Management. It is also responsible for the general administrative functions of the Police Department.

2018 Department Facts

| | |
|------------------------------|-------------|
| FY19/20 Budget | \$4,347,887 |
| Calls for Service | 11,871 |
| Incident Reports | 2044 |
| Traffic Stops | 2,335 |
| Felony & Misdemeanor Arrests | 645 |
| Village Complaints Issued | 75 |
| Sworn Employees | 31 |
| Non-sworn Employees | 7 |

Organizational Chart



Vison, Mission, and Values

OUR VISION

To be a model law enforcement agency by creating partnerships, building trust, reducing crime and improving the quality of life for our community.

OUR MISSION

The Rantoul Police Department is committed to serving and protecting our community based on the ideals of community-based policing. Our mission is to maintain the safety of our citizens, to preserve the peace, to protect property, and to improve the quality of life in the Village of Rantoul.

OUR VALUES

Our values guide the operation of the Department and the conduct of our members. They are the essence of our identity – the principles, beliefs and philosophy of our organization.

Integrity

We are committed to honesty, candor, and ethical behavior; accepting individual responsibility and accountability for actions and our decisions. We are stewards of the public's trust and we have a commitment to service that is transparent.

Respect

We are committed to treating all people with respect, compassion, and concern; treating others as we want to be treated. We value diversity and welcome individual perspectives, backgrounds and opinions.

Pride

We are committed to professionalism, service and moral courage. We take pride in ourselves, in our department, and in the Village of Rantoul. We strive to exceed the expectations of our community through quality and continuous improvement.

Strategic Goals and Objectives

| STRATEGIC GOALS | STRATEGIC OBJECTIVES |
|---|---|
| 1. Crime Mitigation and Quality of Life | 1.1 Enhance services to the community 1.2 Develop effective proactive policing strategies 1.3 Develop effective crime prevention strategies 1.4 Improve traffic safety 1.5 Implementation of Crime Free Housing |
| 2. Community Outreach and Communication | 2.1 Develop an integrated communications plan 2.2 Develop and strengthen public outreach and safety programs 2.3 Enhance department Image |
| 3. Operational Effectiveness | 3.1 Ensure effective and efficient resource deployment 3.2 Develop a crime analysis function 3.3 Identify technology and equipment needs 3.4 Maintain organizational excellence 3.5 Partner with inter and intra governmental units |
| 4. Employee Development and Retention | 4.1 Expand employee career development 4.2 Recognize the acts of exceptional performance and achievement of employees 4.3 Develop a comprehensive employee wellness program 4.4 Strengthen supervisor development 4.5 Strengthen intradepartmental communication |
| 5. Emergency Preparedness | 5.1 Review the emergency management function to identify organizational, staffing and resource needs to effectively respond to natural and man-made disasters 5.2 Ensure the Village is prepared for and ability to respond to natural and man-made disasters 5.3 Conduct regular incident response drills and tabletop exercises 5.4 Enhance ability to effectively alert community during severe weather |
| 6. Recruitment | 6.1 Develop strategies to increase the number and diversity of applicants taking the police officer exam 6.2 Work with Fire and Police Commission to improve the police officer testing process |

1. Crime Mitigation and Quality of Life

Objective

Reduce crime and improve the quality of life in the community.

1.1 Enhance services to the community

- 1.1.1 Evaluate ambulance service and develop strategies to ensure prompt response and comprehensive pre-hospital care
- 1.1.2 Explore programs to improve public safety response to missing high-risk population in the community
- 1.1.3 Develop a core of multilingual community members to volunteer as routine translators, outreach ambassadors or recruiters
- 1.1.4 Identify programs to enhance services provided to senior citizens
- 1.1.5 Develop strategies to enhance Police Social Worker response to crisis situations and identifying resource needs within the community

1.2 Develop effective proactive policing strategies

- 1.2.1 Explore specialized units and patrol strategies
- 1.2.2 Develop confidential informant program to enhance investigative efforts
- 1.2.3 Implement phased-in return of bicycle unit and target specific neighborhood concerns
- 1.2.4 Enforcement of Village's alcohol ordinances

1.3 Develop effective crime prevention strategies

- 1.3.1 Develop a Crime Prevention through Environmental Design Program
- 1.3.2 Develop culturally diverse and/or cultural specific crime prevention strategies

1.4 Improve traffic safety

- 1.4.1 Develop Sustained Traffic Enforcement Program (STEP) Program to improve overall roadway safety
- 1.4.2 Develop a Driving Under the Influence enforcement strategy
- 1.4.3 Participate in traffic safety initiatives

1.5 Implementation of crime free housing

- 1.5.1 Improve communication and information sharing with owners/managers of rental properties
- 1.5.2 Identify and implement crime free housing software to effectively manage program
- 1.5.3 Maintain and update sale and transfer of rental property
- 1.5.4 Identify key benchmarks to evaluate the effectiveness of the crime free housing program and ensure the program is meeting objectives

2. Community Outreach and Communication

Objective

Seek to increase opportunities for community interaction and involvement; and improve the dissemination of public information.

2.1 Develop an integrated communications plan

- 2.1.1 Increase and enhance public/community information, awareness, and services through improvements to the current RPD website and social media platforms
- 2.1.2 Create online database for public access to real-time crime data information and crime trends for public awareness
- 2.1.3 Increase transparency and information sharing with the media
- 2.1.4 Increase awareness of Crime Stoppers

2.2 Develop and strengthen public outreach and safety programs

- 2.2.1 Expand current outreach programs and increase participation in community events and organizations
- 2.2.2 Develop programs to aid in outreach to local businesses
- 2.2.3 Increase engagement with minority communities
- 2.2.4 Explore opportunities for volunteers to partner with the police department
- 2.2.5 Partner with Recreation Department to develop a Kids Police Academy
- 2.2.6 Develop an officer visit program to the elementary schools
- 2.2.7 Establish a safety expo that may include youth bicycle, car safety seats, and personal safety
- 2.2.8 Explore the creation of a Public Safety Advisory Committee

2.3 Enhance department image

- 2.3.1 Publicize image building stories
- 2.3.2 Become more visible in neighborhoods
- 2.3.3 Increased bike and foot patrols
- 2.3.4 Rebrand squad cars
- 2.3.5 Continue updates to the police department website

3. Operational Effectiveness

Objective

Enhance law enforcement responsiveness by improving organizational effectiveness, efficiencies, and intergovernmental cooperation.

3.1 Ensure effective and efficient resource deployment

- 3.1.1 Review the disbursement of staffing, resources, and workloads to best address changes in service
- 3.1.2 Research and identify functions/tasks that may be completed by non-sworn personnel
- 3.1.3 Study current data regarding use of overtime throughout the organization and develop strategies geared towards reduction
- 3.1.4 Develop an holistic approach to special event operational planning

3.2 Develop a crime analysis function

- 3.2.1 Utilize technology to provide instant and updated analytical data to all interested parties
- 3.2.2 Analyze crime data and distribute monthly internal intelligence reports to department personnel
- 3.2.3 Analyze crime data to effectively allocate shift resources

3.3 Identify technology and equipment needs

- 3.3.1 Review equipment needs and establish priorities
- 3.3.2 Develop a capital replacement plan
- 3.3.3 Explore grant opportunities

3.4 Maintain organizational excellence

- 3.4.1 Achieve accreditation through the Illinois Law Enforcement Accreditation Program
- 3.4.2 Practice core values

3.5 Partner with inter and intra governmental units

- 3.5.1 Explore development of a “Fleet Watch” type program
- 3.5.2 Enhance the sharing of crime information with other Village departments
- 3.5.3 Identify additional opportunities to partner with local school districts

4. Employee Development and Retention

Objective

Maintain positive, constructive relationships with employees to ensure that they achieve their personal and professional goals.

4.1 Expand employee career development

- 4.1.1 Create an individual employee development plan designed to identify employee professional and career objectives
- 4.1.2 Review and update the annual performance evaluation system
- 4.1.3 Identify mentoring opportunities to assist employees in achieving career development and satisfaction
- 4.1.4 Enhance bi-annual in-service training to better meet training objectives and department needs

4.2 Recognize the acts of exceptional performance and achievement of employees

- 4.2.1 Create a Department Awards Committee
- 4.2.2 Review Department Awards policy to ensure program efficiency and value

4.3 Develop a comprehensive employee wellness program

- 4.3.1 Develop a holistic approach to employee wellness which provides tools and resources to enhance employee mental, emotional, spiritual, and physical health
- 4.3.2 Provide financial/retirement planning
- 4.3.3 Plan employee, retiree, and family appreciation events
- 4.3.4 Explore alternative to the traditional 8-hour work schedule

4.4 Strengthen supervisor development

- 4.4.1 Enhance coaching and seek opportunities for employees aspiring for promotion
- 4.4.2 Develop a training program for new supervisors
- 4.4.3 Review and enhance “officer-in-charge” program
- 4.4.4 Provide ongoing leadership and development training to supervisors
- 4.4.5 Work with Fire and Police Commission to improve the promotional process

4.5 Strengthen intradepartmental communication

- 4.5.1 Conduct regular meetings among supervisory and management personnel
- 4.5.2 Enhance communication with union stewards
- 4.5.3 improve information sharing and training at shift briefing

5. Emergency Preparedness

Objective

Enhance emergency preparedness to better prepare personnel and the community to respond to natural and man-made disasters.

5.1 Review the emergency management function to identify organizational, staffing and resource needs to effectively respond to natural and man-made disasters.

- 5.1.1 Identify organizational, staffing and resource needs to effectively respond to emergencies and disasters.
- 5.1.2 Assess all village departments for compliance with National Incident Management System requirements
- 5.1.3 Identify training opportunities for the emergency management function
- 5.1.4 Strengthen relationship with Rantoul Fire Department and identify roles and responsibilities to effectively respond to an emergency

5.2 Ensure the Village is prepared for and able to respond to natural and man-made disasters.

- 5.2.1 Update the Village's Emergency Operations Plan and develop a more efficient system for regular review
- 5.2.2 Develop Building Emergency Action Plans for Village-owned buildings
- 5.2.3 Develop and maintain Village-wide Continuity of Government Plans
- 5.2.4 Develop specific emergency operation plans for high risk/priority locations
- 5.2.5 Incorporate cyber-attack into the Village's Recovery Plans
- 5.2.6 Identify and equip an Emergency Operation Center (EOC)

5.3 Conduct regular incident response drills and tabletop exercises

- 5.3.1 Conduct annual emergency support function drills with Village department heads to prepare for hazards
- 5.3.2 Coordinate annual emergency evacuation drills for all Village departments
- 5.3.3 Conduct regular lock down and evacuation drills with training scenarios at local schools to ensure operational readiness

5.4 Enhance ability to effectively alert community during severe weather

- 5.4.1 Identify capital needs and create a capital replacement plan
- 5.4.2 Identify training needs to effectively react to weather emergencies
- 5.4.3 Improve procedures and available resources to effectively warn the community of weather emergencies

6. Recruitment

Objective

Increase the number and diversity of applicants taking the police officer exam so that the Rantoul Police Department has a quality applicant pool which is diverse, and more representative of the community.

6.1 Develop strategies to increase the number and diversity of applicants taking the police officer exam

- 6.1.1 Identify a core recruiting team
- 6.1.2 Evaluate the effectiveness of the recruiting efforts
- 6.1.3 Identify goals and recruiting strategies
- 6.1.4 Update recruiting material

6.2 Work with Fire and Police Commission to improve the police officer testing process

- 6.2.1 Evaluate current police officer testing process
- 6.2.2 Identify best practices