

Cambridge, MA Police Department

Five-Year Strategic Plan

2016 – 2020

Interim Commissioner Brent B. Larrabee

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Table of Contents

| | |
|--|----|
| Letter from Commissioner Larrabee | 1 |
| Mission Statement and Vision | 3 |
| Values | 4 |
| Police Officers' Accountabilities | 5 |
| Organizational Chart | 8 |
| The Process | |
| - Timeline | 9 |
| - Stakeholder Analysis | 12 |
| - SWOT Analyses | 13 |
| Strategic Goals, Objectives, and Performance Measures | |
| - Goal 1: To prevent crime and the fear of crime | 14 |
| - Goal 2: To engage with the community as a partner and resource | 15 |
| - Goal 3: To enforce the law and enhance the judicial process by conducting thorough investigations and evidence collection | 16 |
| - Goal 4: To provide follow-up services to crime victims and restore their sense of safety | 16 |
| - Goal 5: To provide officers with the support and resources | 17 |
| Learn More | 18 |

Letter from the Interim Commissioner

Brent B. Larrabee



It is my pleasure to present the Police Department's Five-Year Strategic Plan to the City of Cambridge, the Cambridge City Council, and the metropolitan community at large. Our Strategic Plan encompasses a mission and vision for the department that is invested in working hand-in-hand with the community to solve problems and improve public safety. The Plan also embraces the key recommendations of the President's Task Force on 21st Century Policing, including: building trust and legitimacy, policy and oversight, technology and social media, community policing and crime prevention, training and education, and officer safety and wellness. This Plan is a culmination of work initiated by the Command Staff in 2010.

The City of Cambridge is a densely populated urban area, with 107,000 residents (5th most populous city in Massachusetts) spanning 6.43 square miles. Home to world-renowned Harvard University and the Massachusetts Institute of Technology, there are also six other colleges and universities and three hospitals in Cambridge. The biotech industry has a significant footprint in the city, where companies like Novartis and Biogen Idec have established a large presence. There is also a growing influx of information technology companies into the city, including Google and Microsoft.

It is estimated that Cambridge's daytime population (number of people working or doing business in the city) exceeds 180,000. As the resident population is expected to grow to over 110,000 by 2020, the daytime population will likely increase exponentially (over 200,000 by 2020). Regular public safety issues including increased traffic and crime will likely grow as the City's residential and commercial population increases.

Despite the city's flourishing academic and scientific industries, its residents are a diverse population, where 14% of residents (and 10% of families) have incomes below the poverty line.

28% of the city's residents are foreign-born, and 17% speak a language other than English at home. Cambridge has long served as a port of entry for immigrants from around the world.

The Cambridge Police Department (CPD) consists of 317 sworn and non-sworn personnel and operates on a \$49M (FY 2015) budget. In 2015 there were over 108,000 calls for service, ranging from property crimes, to domestic violence incidents, to homicides. CPD runs its day-to-day 24/7 operations through its Patrol Operations Division. Patrol Operations oversees four platoons (day and night), and two specialized units – Traffic Enforcement and Community Relations. The Support Services Division oversees the Criminal Investigations and Administrative Services sections.

Over the last nine years, CPD has become significantly more involved with the community by participating in programs that are based more on prevention, intervention, and diversion. I believe strongly that the police are active members of the community, and by engaging in a positive and proactive way they can help make the city a better place to live, work, and visit. Beginning in November 2010, a strategic planning process was initiated at the command staff level. The purpose of doing so was to set goals, priorities, and measurable steps in a future-oriented manner; demonstrate a commitment to meeting the demands of the community and reducing crime; and let the rank-and-file officers know what the priorities are of the Command Staff and the community.

In recent years, a number of high-profile and controversial events around the country have underscored the need for and importance of meaningful and sustainable collaborative relationships between local police and the communities they serve. Of particular concern to me has to do with the care and wellness of our officers in a time of increased public scrutiny. Our officers are finding themselves under a growing public microscope, with demands for greater levels of accountability in the name of transparency. I believe that as technology improves and is more readily available, officers will eventually work under the assumption that their actions are being recorded on camera (whether by the public or their own department). As officers confront cumulative stress and trauma on a daily basis, their capacity for situational awareness can become suppressed. One of my biggest priorities over the next five years is to address this recent evolution of policing in a way that provides our officers with the support and resources they may need to help manage these challenges.

This Strategic Plan lays out the blueprint for how far the Cambridge Police Department has come, and the direction it will continue to strive for over the next five years.

Sincerely,

Brent B. Larrabee



Mission Statement

The Cambridge Police Department is a dedicated and diverse group of professionals who are committed to working with the community to make the City of Cambridge a safe and desirable place to live, work, and visit. Our mission is to partner with the community to solve problems, enforce the law, and improve public safety in a manner that is fair, impartial, transparent, and consistent.

Vision for the Department

Cambridge can rely on a police department that is invested in the community, shares in its commitment to address the quality of life in the city, and is committed to:

- Delivering quality services to the community.
- Having a clear sense of the strategic direction, overall mission, and core values of the organization.
- Playing an active role in shaping the community's sense of safety and well-being.
- Working collaboratively with a wide array of community agencies, service providers, and other interested parties in working towards matters of mutual interest.
- Building trust and enhancing the department's legitimacy in the eyes of the public by fair and impartial delivery of police services and enforcement of the laws.
- Serving as an integral, indispensable facet in solving community problems.
- Managing performance in a way that holds employees accountable for outcomes.
- Ensuring the well-being of its officers.

The Values We Live By

The members of the Cambridge Police Department conduct themselves in a manner that adheres to a core set of values, including:

1. **Integrity** – We are committed to the enforcement of laws and the preservation of order and property. We are honest, truthful, and consistent in our words and actions, and therefore worthy of the public’s trust. We exercise discretion in a manner that is beyond reproach. We do not accept gifts or special considerations as a consequence of our office.
2. **Professionalism** – We treat the public and our colleagues with courtesy and respect. We understand that our appearance, words, and demeanor contribute to the public’s confidence in us. We are responsive to the community, and deliver services promptly and efficiently.
3. **Fairness and Impartiality** – We act with fairness, transparency, restraint, and impartiality in carrying out our duties. We work with the community to continually understand and overcome cultural influences and unconscious biases. We understand that our actions, combined with the way we treat members of the community, contributes to our “legitimacy” in the eyes of the public.
4. **Communication and Teamwork** – We work together as one organization in carrying out the mission of the department; our respective units do not act as distinct “silos” from one another. As individual members of the department we are respectful to each other and work collectively to solve problems and serve the community.
5. **Efficiency** – We keep abreast of standard procedures, legal issues, and innovative topics in modern policing through regular training. We exercise rigor in thinking strategically about identifying trends, exploring alternative solutions, and solving problems.
6. **Advocacy and Empathy** – We have compassion for victims of crime. As members of the community, we have respect for and promote the diversity of the community. We advocate for social and other supportive services for victims, youth, and others involved in the criminal justice system.

Police Officers' Accountabilities

The following statements were developed from a series of strategic planning exercises that took place with an independent facilitator. It shows the increasing levels of accountability within CPD's rank structure.

All police officers are responsible for addressing a wide range of public safety situations affecting the quality of life within the community. They are accountable for:

- The quality of their problem-solving, decision-making, and judicial use of discretionary authority.
- The quality and professionalism of their communication and interactions with the community.
- Exercising judgment in a manner that is reassuring and responsive to the community.
- The treatment of victims and those in need of assistance in a manner that reflects the Department's values.
- The type of relationship the Department has with the community.
- The level of communication, cooperation, and coordination with their fellow officers.
- Conducting themselves in a way that leads the community to perceive their actions as legitimate.

In addition to the duties above, **Sergeants** are responsible for the consistency in officers' delivery of services. They are also accountable for:

- The quality of work of their subordinates, and communicating their strengths and weaknesses to them.
- The level of communication between officers and their colleagues, clients, and the community.
- Officers' understanding of and adherence to the Department's mission and values.
- Ensuring their subordinates are informed about situations or circumstances that may impact their assignments.

In addition, **Lieutenants** are responsible for the general oversight and management of the units for which they have operational control, and are also accountable for:

- The effective coordination among the various operational components of the department.
- Ensuring clear and open lines of communication between the units that report to them.
- The accuracy and timeliness of information provided to others in the Department.

- The identification of crime patterns and trends, and the development of intervention strategies to be carried out by their subordinates.
- Thinking strategically in the development of problem solving strategies that meet certain criteria.
- The management of accurate, timely, and important information that is brought to the attention of the Deputy Superintendent.

Deputy Superintendents are also responsible for ensuring consistency in the delivery of services of the shift commanders, unit commanders and sector lieutenants, as well as providing constructive guidance to them (reinforcing that everyone is playing on the same team). They are also accountable for:

- The maintenance of staffing levels (ensuring proper staffing levels in order to maintain a safe and adequate delivery of police services).
- Defining and distributing informative and actionable intelligence and analysis.
- Balancing expenditures associated with their areas of responsibilities so that they are consistent with the overall mission and needs of the department.
- Ensuring victims and persons in need of assistance are treated in accordance with the values of the Department.
- The management of accurate, timely, and important information that is brought to the attention of the Superintendent.

Superintendents are responsible for establishing and maintaining a desired level of professional services, maintaining a high level of coordination of services with other agencies, and addressing perceptions of fear and other concerns in the community. They have the following accountabilities:

- The overall level of public trust and the professional reputation of the Department.
- The level of professionalism among all members of the Department.
- Transparency of operations and decisions in the eyes of the public.
- The level of collaboration and the quality of the partnerships that exist among city departments, service providers, other external agencies, as well as the various boards and commissions.
- The allocation of resources in order to maintain an adequate level of police services.
- The provision of officers' needs for guidance, training, professional development, and resources.
- The management of accurate, timely, and important information that is brought to the attention of the Commissioner.

The Commissioner is also accountable for:

- Outlining the vision for the department.
- Ensuring all members of the department are carrying out their duties in a manner that is consistent with the department's mission.
- Instilling the core values by which the department holds itself.
- Accepting the responsibility for the conduct of the members of the department, and taking decisive action that corrects any matters which impinge upon the reputation and effectiveness of the department.
- Creating a working environment that is designed to carry out the department's overall mission.
- The quality and effectiveness of the overall external and internal communication networks required to provide for the overall effectiveness of the police department's operations.
- Providing for the proper and legitimate exercise of the department's official authorities.

The Process

I. Timeline

November 2010: Strategic Planning Process Initiated

- Consensus from Command Staff that a strategic planning process be initiated.
- Strategic Planning “worksheet” developed and distributed with goal of aggregating by four units: Patrol, Investigations, Administration, and Leadership (Commissioner’s Office and Professional Standards).
- Worksheet consisted of the following questions:

1. What are your key initiatives? (*Initiatives are specific projects or programs undertaken to achieve specific objectives in the near-term*).
2. What are your unit’s major goals? (*A goal is an observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe*).
3. Who are your stakeholders (internal and external)? (*Stakeholder: Any person, group, or organization that can place a claim on an organization’s attention, resources, or output or is affected by that output. The key to success for public organizations is the satisfaction of key stakeholders*).
4. What types of services do they (internal v. external stakeholders) expect from you?
5. What are the core values of your unit? (*Values set out a desirable code of behavior to which the organization adheres or aspires*).
6. What are your unit’s existing internal strengths and weaknesses?
7. What are your unit’s external opportunities and threats?

March 2011: Aggregated Information Presented Back to Command Staff.

- Feedback incorporated and continued analysis of information completed by October 2011.

August 2011: Executive Management Workshop.

- Members of the Command Staff participated in a two-day retreat with independent consultant Robert Wasserman, Chairman of Strategic Policy Partnership, LLC.
- Development of “Accountabilities” statement.

April 2012: Leadership Retreat/Workshop.

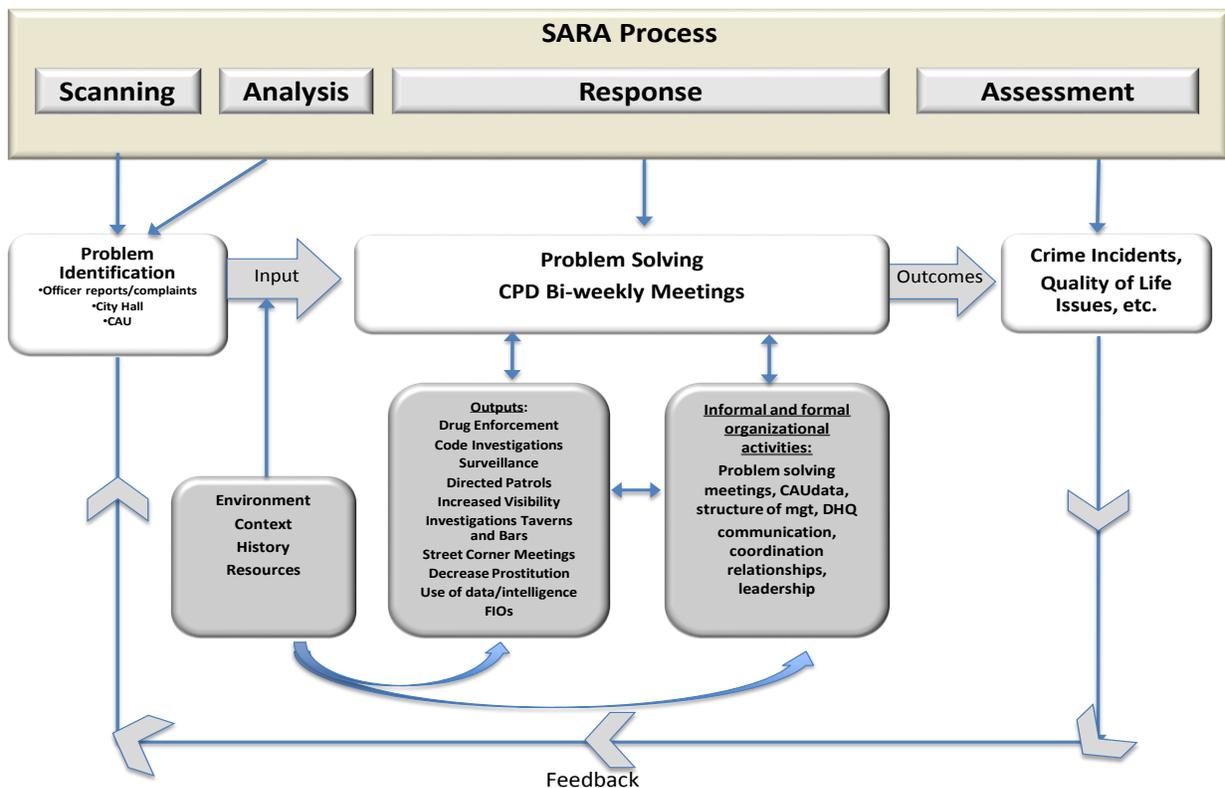
- The Command Staff and all lieutenants were invited to a presentation and discussion with Dr. George Kelling of Rutgers University and author of “Broken Windows Theory.”

October 2012: Finalization of Mission/Vision/Values/Accountabilities.

- Development and production completed of tri-fold pamphlet “Who We Are” that is distributed to partners and community organizations.

July 2013: Development of New Problem-Solving Process.

- In efforts to “re-do” the old CompStat model, CPD began working with Dr. Brenda Bond of Suffolk University.
- New Problem-Solving Working Group developed a new model based on SARA (Scanning, Analysis, Response, and Assessment):



November 2013: Bi-Weekly Problem Solving Meetings Commence.

- Using the modified SARA model above, Problem-Solving Meetings begin bi-weekly.
- Facilitated by a Deputy Superintendent, the meetings included sworn supervisors and other members of the Department.
- Analysis of information gathered by the Crime Analysis Unit.
- Modified in July 2015 to a Strategic Problem Solving Approach.
 - Non-sworn personnel integrated into process.

- Downsized to command-level supervisory staff.
- Other personnel and subject matter specialists invited as needed to address particular topics or crime patterns.

April 2015: Effective Meetings Workshop.

- Led by an independent facilitator, members of the Command Staff participated in a new SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis exercise.

November 2015 – January 2016: Development of Five-Year Strategic Plan.

II. Stakeholder Analysis

The Department conducted a stakeholder analysis in March 2011 as one of the first steps in developing its revised mission statement, vision, and values. One of the remarkable outcomes that came from the analysis is the vast quantity and breadth of stakeholders to which every member of the Department holds themselves accountable. Keeping in mind the number of stakeholders, the Department recognizes that in order to successfully carry out its mission, we must strive to satisfy all of our stakeholders.

The Department identified its internal stakeholders as everyone in the department, both sworn and non-sworn. Every member of the Department is expected to act as a resource to each other, provide expertise in various issues, provide leadership, communicate openly, and deliver services effectively and efficiently. Finally, members of the Department expect professionalism from each other.

External stakeholders are defined as the many agencies, community groups, and individuals who have a stake in the Department's mission, and who would be considered "customers" or "consumers" of our services. These external stakeholders range from individual citizens, residents, victims, to businesses, government agencies, and community groups. Members of the Department, including the command staff, are active members of more than 30 community groups, including the Harvard and Central Square Business Associations, Human Rights Commission, LGBTQ+ Commission, Kids' Council, Cambridge Prevention Coalition, the Department of Community Development's Bicycle Committee, and many others. Our stakeholders include other governmental agencies at the federal, state, and local levels including the court and prosecutorial system, other law enforcement agencies, and health and human services agencies. Our non-governmental partners that provide services in the community, such as domestic violence shelters, substance abuse and mental health services, employment, and education, are also considered important stakeholders of the Department. Our many external stakeholders expect us to be responsive, professional, and transparent. They expect us to share information, be thorough in our investigations, and to manage our resources efficiently.

III. SWOT Analyses – March 2011 and April 2015

The Department conducted a Strength, Weaknesses, Opportunities, Threats (SWOT) analysis in 2010 - 2011. A questionnaire was created and distributed to superintendents, deputy superintendents, lieutenants, sergeants, and several non-sworn staff. In addition to the stakeholder analysis described above, respondents were asked to answer the following two questions: 1) What are your unit's existing internal strengths and weaknesses?, and 2) What are your unit's external opportunities and threats? The information was aggregated by unit and presented back to the groups in February and March 2011.

In April 2015 members of the Command Staff participated in an "Effective Meetings Workshop," where participants were led through another SWOT analysis of the Department. Both SWOT exercises resulted in similar findings, which can be grouped into the following categories:

1 – Internal Strengths

- Committed, well-trained, competent work force
- Abundant resources (training, equipment, technology, staffing)
- Collaboration and relationships with other city department and community organizations

2 – Internal Weaknesses

- Internal communications between units
- Organizational: Downward communication/micro-management
- Individual: Complacency, procedural sloppiness, lack of feedback

3 – External Opportunities

- Community relationships: collaboration with other agencies, and ability to foster trust with other groups, with youth, etc.
- Resources: continue to pursue funding for training, equipment, technology, new officers

4 – External Threats

- Political (macro-level)
- Economic (substance use, mental health, domestic violence)
- Public perception and hostility toward police (recent events)
- Media bias
- Keeping up with technological advances (social media, fraud, skimming, etc.)

Strategic Goals, Objectives, and Performance Measures

Strategic Goal 1: To prevent crime and the fear of crime.

| Objective | Initiatives | Desired Outcomes | Measures |
|--|---|---|---|
| Prevent and reduce crime through early identification and intervention | <ul style="list-style-type: none"> ▪ Safety Net, Diversion ▪ Crisis Intervention Team (CIT) and Mental Health First Aid (MHFA) training ▪ CSU Stakeholders meetings ▪ High-Risk Domestic Violence Team (CAB HART - Cambridge Arlington Belmont High Risk Team) ▪ Focused Deterrence/Smart Policing ▪ High-risk impact player meetings with DA ▪ Shot spotter ▪ Anonymous tips ▪ Focused overdose response initiative ▪ Enhanced capabilities in Crime Analysis Unit with dedicated Traffic Analyst ▪ Community crime prevention and awareness survey | <ul style="list-style-type: none"> ▪ Lower crime rates ▪ Decreased level of public's fear of crime ▪ Increased department participation in early identification/intervention programs ▪ Improved responses to people with mental illness and/or co-occurring disorders ▪ Transition of kids previously involved in risky behavior to become youth mentors ▪ Enhanced public trust and communication, especially in disadvantaged communities ▪ Increase inter- and intra-department collaboration ▪ Determine future training needs to best serve community | <ul style="list-style-type: none"> ▪ # of arrests of youthful offenders ▪ # of cases in Safety Net ▪ # of youth mentors identified/developed ▪ # of multi-disciplinary meetings/working groups in which staff participate ▪ # of officers trained in CIT and MHFA ▪ # of high impact players identified ▪ # of "call-in" meetings ▪ # of CAB HART meetings attended ▪ # of high risk cases ▪ # of officers trained in high-risk domestic violence ▪ # of anonymous tips received ▪ # of shots "spotted" ▪ # of officers/detectives involved in Focused Deterrence program ▪ # of community partnerships |
| Utilize problem-solving and predictive policing principles to direct resources | <ul style="list-style-type: none"> ▪ Bi-weekly problem solving meetings ▪ Crime analysis (BridgeStat) ▪ Targeted patrols ▪ Foot and Bike patrol analyses ▪ Re-design of sectors to account for population shifts over last 30 years | <ul style="list-style-type: none"> ▪ Decreased crime and calls for service in identified areas ▪ Minimize crime during regularly scheduled (anticipated) events | <ul style="list-style-type: none"> ▪ # or frequency of problem solving meetings ▪ Change (+/-) in crime rates ▪ # of hot spots/patterns identified by CAU ▪ # of targeted patrol deployments ▪ # of calls for service in deployed areas |

Strategic Goal 2: To engage with the community as a partner and resource

| Objective | Initiatives | Desired Outcomes | Measures |
|--|---|--|--|
| <p>To better train officers to understand the needs of the community and equip them with the tools to respond appropriately and effectively.</p> | <ul style="list-style-type: none"> ▪ Safety Net ▪ Community Relations outreach - homeless, seniors, mental health, substance abuse ▪ CSU Stakeholders meetings ▪ Focused Deterrence ▪ Mental health, Trauma Informed Care protocol ▪ Community Crisis Response Network (CCRN) ▪ Neighborhood Sergeants ▪ Business liaisons ▪ Door-to-Door Campaign ▪ Recovery Coach Initiative ▪ Homeless Court, Mental Health Court ▪ Youth Programs (incl. summer academy, YPI, midnight basketball, boxing, hip-hop transformation) ▪ Restorative Justice ▪ Self-defense for women | <ul style="list-style-type: none"> ▪ Lower crime rates ▪ Decreased level of public's fear of crime ▪ Increased department participation in early identification/intervention programs ▪ Enhanced public trust and cooperation, especially in disadvantaged communities | <ul style="list-style-type: none"> ▪ # of officers trained in MHFA, CIT, MOAB, trauma-informed care, child/adolescent development, youth and mental health ▪ # of agencies that participate in Quarterly Stakeholder meetings and Street Outreach Teams (homeless) ▪ # of community meetings ▪ # of combined hours of outreach ▪ # of individuals targeted to receive services and/or treatment ▪ # of referrals for services ▪ # of Door-to-Door campaigns ▪ # of youth involved in after-school/other activities |
| <p>The Department should be responsive to the public (and media), and understands that a good relationship can be mutually beneficial.</p> | <ul style="list-style-type: none"> ▪ Social media – Facebook, Instagram, Twitter, YouTube ▪ Community alerts – Nextdoor, Citizen Observer, MyPD App ▪ Media inquiries/stories ▪ Child Passenger Safety seat installations ▪ Procedural justice/legitimacy ▪ Community Conversations ▪ Police Review and Advisory Board (PRAB) | <ul style="list-style-type: none"> ▪ Increased level of communication with the community ▪ Stronger relationship between police and community ▪ Decreased crime and calls for service in identified areas ▪ Minimize crime during regularly scheduled (anticipated) events | <ul style="list-style-type: none"> ▪ # of CPD website views/pageviews ▪ # of Facebook fans/shared posts ▪ # of new/total Twitter and Instagram followers ▪ # of videos viewed on YouTube ▪ # (or increase in) subscribers to Nextdoor, Citizen Observer, and MyPD app ▪ # of news stories featured ▪ # of child passenger safety seats installed ▪ # of PRAB inquiries |

Strategic Goal 3: To enforce the law and enhance the judicial process by conducting thorough investigations and evidence collection

| Objective | Initiatives | Desired Outcomes | Measures |
|--|--|--|--|
| Support and enhance the work of Patrol Operations. | <ul style="list-style-type: none"> ▪ Traffic enforcement ▪ Liaison to courts ▪ Metro-Gang Task Force/Shannon Community Safety Initiative ▪ Crime Lab accreditation | <ul style="list-style-type: none"> ▪ Lower crime rates ▪ Decreased level of public's fear of crime ▪ Increased department participation in early identification/intervention programs | <ul style="list-style-type: none"> ▪ # of OT hours spent on traffic enforcement ▪ # of areas targeted for traffic enforcement ▪ Amount of grant dollars received for traffic enforcement ▪ Amount of grant dollars received for Shannon-related OT |
| Utilize an "all-hazards" approach to preparedness. | <ul style="list-style-type: none"> ▪ Tactical operations - EOD/bomb squad, TPF ▪ UASI involvement with surrounding communities, fire, EMS, etc. ▪ Active shooter preparedness ▪ Incident Management Assistance Team (IMAT) | <ul style="list-style-type: none"> ▪ Decreased crime and calls for service in identified areas ▪ Minimize crime during regularly scheduled (anticipated) events | <ul style="list-style-type: none"> ▪ # of EOD calls for service ▪ Amount of time spent at EOD calls for suspicious packages ▪ # of TPF deployments – scheduled v. unscheduled ▪ # of UASI-related, multi-jurisdictional training events ▪ # of other tactical ops training events |

Strategic Goal 4: To provide follow-up services to crime victims and restore their sense of safety

| Objective | Initiatives | Desired Outcomes | Measures |
|--|---|--|--|
| Ensure victims know that law enforcement is there to help them navigate the criminal justice system. | <ul style="list-style-type: none"> ▪ Hiring of social workers ▪ Quality of service surveys ▪ Trauma Informed Care training | <ul style="list-style-type: none"> ▪ Lower crime rates ▪ Decreased level of public's fear of crime ▪ Increased department participation in early identification/intervention programs | <ul style="list-style-type: none"> ▪ # of victim contacts (in QED) ▪ # of victim contacts in "case management" status ▪ # of home visits/officer accompaniments |

Strategic Goal 5: To provide officers with the support and resources they need

| Objective | Initiatives | Desired Outcomes | Measures |
|---|---|--|--|
| <p>Provide officers with the resources (training, equipment, feedback) to do their jobs.</p> | <ul style="list-style-type: none"> ▪ Training Academy ▪ New Academy curricula (i.e., mindfulness, trauma-informed care) ▪ Equipment ▪ Performance reviews ▪ Streamlined investigation/resolution of complaints ▪ Quality of Service surveys ▪ Strategic training plan for assignment of duties | <ul style="list-style-type: none"> ▪ Lower crime rates ▪ Decreased level of public's fear of crime ▪ Increased department participation in early identification/intervention programs ▪ Progressive, updated training for best practices | <ul style="list-style-type: none"> ▪ # of hours of new/total training offered ▪ # of staff trained ▪ Amount of new equipment purchased ▪ Amount of equipment replaced/upgraded ▪ Officer approval rating (from surveys) ▪ # of Quality of Service surveys mailed out ▪ # of surveys received ▪ # of internal audits (roll call checks, property room) ▪ # of complaints received ▪ # of complaints resolved by: investigation, alternative resolution, mediation |
| <p>Provide officers with the tools to support resiliency (their ability to manage stress on a daily basis).</p> | <ul style="list-style-type: none"> ▪ Officer Wellness and Resiliency ▪ Critical Incident Stress Management ▪ Mindfulness ▪ Police Chaplains ▪ Police Officer Appreciation Week | <ul style="list-style-type: none"> ▪ Decreased crime and calls for service in identified areas | <ul style="list-style-type: none"> ▪ # of trainings offered to support health and wellness ▪ # of activities offered to support health and wellness |

