

# Bradenton Police Department Strategic Plan 2024 – 2027



**The Bradenton Police Department is dedicated to excellence in policing through professionalism, courage, and transparency.**

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I am pleased to introduce the Bradenton Police Department's FY 2024-2027 Strategic Plan. This plan, which is a testament of our commitment to the citizens of the City of Bradenton, provides guidance and direction to the men and women who serve them. Our strategy, with its five priorities, is aimed at not just improving our operations and the wellness of our employees, but also enhancing the services we provide. As law enforcement evolves, this strategic plan, which is designed to remain fluid, will address the needs of our community in real time, inspiring us all to strive for excellence.

By identifying overarching goals within our Strategic Plan, we will provide a roadmap for all employees to follow to ensure the Bradenton Police Department maintains a modern community oriented policing department aimed at meeting the needs and expectations of our community. The cornerstone of this Strategic Plan is rooted in transparency, accountability, and communication, which are all fundamental elements of community policing. These goals will improve the quality of life for our residents, visitors, and employees.

The following five strategic goals will provide us with direction over the next three years:

- ◆ Hire, train, and prepare employees to achieve agency objectives and meet the needs of a growing community.
- ◆ Create a culture in the department where all employees are resilient, healthy, and able to communicate their needs and expectations.
- ◆ Be a model for internal and external communication.
- ◆ Continue to develop meaningful strategies that result in crime reduction through the use of emerging technologies and traditional policing practices.
- ◆ Implement community policing principles that enhance the safety of both officers and the community.

We look forward to implementing this plan and evaluating its results. The objectives and goals will be reviewed annually and updated as needed to meet the needs of our stakeholders and employees.

**Melanie Bevan, Ed.D.**  
Chief of Police

# Bradenton Police Department Strategic Plan 2024 – 2027

## **Background:**

The Bradenton Police Department serves a community of over 59,000 residents and more than 3 million visitors annually. The department was established in 1903, with Mr. W.S. Young serving as City Marshall and Sanitation Inspector for a monthly salary of \$60. Since then, the department has evolved into a modern and professional agency. It currently has 132 sworn officers, six part-time officers, 49 full-time civilians, and 13 part-time civilians.

The Bradenton Police Department is responsible for all law enforcement calls for service within the city, including criminal complaints, violent crimes, overdoses, and medical emergencies. In 2023, the department responded to 100,200 calls for service, which represents a 4.2% increase compared to the previous year. The department is led by Chief Melanie Bevan, with Mayor Gene Brown serving as the Police Commissioner.

The Bradenton Police Department is a professional law enforcement agency that employs modern technology, state-of-the-art equipment, and progressive training techniques to fight crime, address the city's needs, and enhance the quality of life for our residents and visitors.

## **Policy:**

- A. The Bradenton Police Department's Strategic Plan addresses short and long-term goals and objectives. Input from Command Staff will be encouraged and recognized as critical to the implementation of this plan.
- B. Development of Goals and Objectives for this plan will be carried out annually by Command Staff, the Operations Division and Administrative Services. Creation and carryover of goals and objectives will be done annually and published each year.
- C. Attainment of the goals, objectives and the development of this strategic plan will be the responsibility of all employees of the Department.
- D. Evaluation of current programs and development of future programs and plans will be reviewed by the Chief, Command Staff and Administrative Services during the fiscal year budget process.

## **Mission Statement:**

The Bradenton Police Department is dedicated to excellence in policing through professionalism, courage, and transparency.

# Bradenton Police Department 2024 – 2027 Strategic Plan Areas of Focus

**Goal #1: Hire, train, and prepare employees to achieve agency objectives and meet the needs of a growing community.**

Strategic Objective 1.1: Assess and refine recruitment and hiring practices to attract candidates that reflect the diversity of Bradenton.

Action		Assigned	Completed By
1.1.1	Implement best police recruiting and hiring processes, i.e. sponsorship, employee referral, recruiting and partnerships.	Office of Professional Standards	On-going
1.1.2	Continue to market the department at a diverse group of colleges, universities, community colleges, jobs and local events.	Office of Professional Standards	On-going
1.1.3	Continue to use all forms of media to share recruitment information.	Office of Professional Standards	On-going
1.1.4	Evaluate hiring criteria including oral interviews, background investigations, polygraph and psychological exams, conflict resolution, etc.	Office of Professional Standards	On-going
1.1.5	Expand recruiting efforts to target specialized skill-sets, in both sworn and civilian applicants.	Office of Professional Standards	On-going

Strategic Objective 1.2: Develop creative and effective methods to improve employee training while also promoting the values and mission of the department.

Action		Assigned	Completed By
1.2.1	Research, Implement and evaluate law enforcement training best practices.	Office of Professional Standards	On-going
1.2.2	Review quality of training programs and obtain feedback from personnel regarding training and topics covered.	Office of Professional Standards	On-going
1.2.3	Review the types of training classes held, attended, number of hours, and how many employees received training.	Office of Professional Standards	On-going
1.2.4	Ensure Fair and Impartial Policing (Bias-Based) training is provided to <b>ALL</b> BPD personnel.	Office of Professional Standards	On-going

1.2.5	Offer Active Shooter Response Training and ensure officers are familiar with responses to schools, businesses and churches.	Office of Professional Standards	On-going
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Strategic Objective 1.3: Develop short and long-term strategies to ensure needs are met.

Action		Assigned	Completed By
1.3.1	Ensure Staffing needs are met, alignment/distribution. (forecast attrition, and vacancies).	Operations Division / Administrative Services	On-going
1.3.2	Coordinate with the Commander of Professional Standards to ensure training needs are met.	Operations Division	On-going
1.3.3	Review annual Goals and Objectives.	Operations Division / Administrative Services	End of Year
1.3.4	Utilize data and organization designs to improve processes.	Operations Division / Administrative Services	On-going
1.3.5	Hold regular meetings involving community members and improve communication with stakeholders.	Operations Division	On-going

**Measurement of Accomplishment:** Fill all staffing vacancies, regular reporting on goals during staff meetings, documented lesson plans, training rosters/sign in sheets, review of FTO manuals, feedback from Supervisors and Command Staff, familiarization with active shooter training and evaluate feedback from the community.

**Goal #2: Create a culture in the department where all employees are resilient, healthy, and able to communicate their needs and expectations.**

Strategic Objective 2.1: Promote a culture of professionalism and mutual respect.

Action		Assigned	Completed By
2.1.1	Review law enforcement best practices to enhance professionalism and standards of conduct.	Operations Division	On-going
2.1.2	Review and enhance policies to ensure behavior that influence decisions is in line with standards and conduct.	Operations Division / Administrative Services	On-going
2.1.3	Continue to develop and expand the mentoring program.	Operations Division / Administrative Services	On-going
2.1.4	Encourage employees to submit ideas for organizational and operational improvements.	Operations Division / Administrative Services	On-going
2.1.5	Publicize and educate personnel about the department's mission and strategic plan.	All	On-going

Strategic Objective 2.2: Encourage employees to be safe, healthy and resilient.

Action		Assigned	Completed By
2.2.1	Develop a positive work environment.	All	On-going
2.2.2	Promote mental and physical wellness throughout the Department to become and remain resilient. Share mental health resources available to employees.	All	On-going
2.2.3	Research and implement physical fitness programs to promote a healthy lifestyle. Communicate annual comprehensive physical assessment.	Operations Division / Administrative Services	End of Year
2.2.4	Encourage employees to communicate their needs without fear.	Operations Division / Administrative Services	On-going

**Measurement of Accomplishment:** Establish on-going dialogue with employees, regular reporting on goals during staff meetings, communicate and identify employees who may need additional resources, elicit feedback from employees, distribute resources available and encourage healthy life styles.

**Goal #3: Be a model for internal and external communication.**

Strategic Objective 3.1: Improve internal communication and ensure open and conducive problem solving.

Action		Assigned	Completed By
3.1.1	Chief continues providing timely information to all employees.	Chief of Police	On-going
3.1.2	Chief holds lunch and learn meetings with a diverse group of employees to discuss department matters.	Chief of Police	On-going
3.1.3	Command Staff should periodically attend roll calls and meetings on all shifts and assignments.	Operations Division / Administrative Services	On-going
3.1.4	Encourage personnel to ask questions of their assigned supervisor.	Operations Division / Administrative Services	On-going
3.1.5	Regularly meet with Union leadership and key stakeholders to facilitate problem solving.	Chief of Police	On-going

Strategic Objective 3.2: Utilize external communication to establish and improve community engagement and increase transparency.

Action		Assigned	Completed By
3.2.1	Develop a communications plan.	Patrol Support	June 2024
3.2.2	Use all media outlets to increase external communication (social media).	Patrol Support	On-going
3.2.3	Inform and educate the community about crime trends, important information, press releases and share positive engaging stories w/public.	Patrol Support	On-going
3.2.4	Routinely update the website to ensure the information is accurate and readily available. Publish the annual report for increased transparency.	All	On-going
3.2.5	Continually review best practices for communication and transparency and identify any gaps.	Chief of Police / Patrol Support	On-going

**Measurement of Accomplishment:** Establish communication plan, increase external communication, timely press releases and engaging stores, publish annual report and develop new procedures as needed to remain transparent both externally and internally.

**Goal #4: Continue to develop meaningful strategies that result in crime reduction through the use of emerging technologies and traditional policing practices.**

Strategic Objective 4.1: Continue to use intelligence-led policing strategies to prevent, reduce and solve crime.

Action		Assigned	Completed By
4.1.1	Reduce overall crime	Chief of Police	Annually
4.1.2	Reduce violent crime	Chief of Police	Annually
4.1.3	Research and deploy new technology tools to prevent, reduce and solve crime.	Operations Division / Administrative Services	On-going
4.1.4	Partner with local, state and federal partners to prevent, reduce and solve crime.	Operations Division / Administrative Services	On-going
4.1.5	Identify crime patterns and deploy resources to hotspots.	Operations Division	On-going
4.1.6	Identify and investigate linked series of crimes/incidents.	Operations Division	On-going

Strategic Objective 4.2: Continually assess crime reduction strategies.

Action		Assigned	Completed By
4.2.1	Review weekly metrics to address emerging trends, recent crimes and incidents to develop real-time proactive responses and preventive policing.	Operations Division	On-going
4.2.2	Evaluate minimum staffing numbers and	Operations Division	On-going



	ensure enough officers are working.		
4.2.3	Research, identify and obtain technology and equipment to increase police-based research to enhance safety and increase communication.	Operations Division / Administrative Services	On-going

**Measurement of Accomplishment:** Reduction of crime rate, increased solvability of crimes, development of actionable intelligence, better overall communication of data and crime trends, Development of CRT program and increased conviction rate.

**Goal #5: Implement community policing principles that enhance the safety of both officers and the community.**

Strategic Objective 5.1: Build and expand partnerships for crime prevention and intervention programs to increase safety with in the community.

	Action	Assigned	Completed By
5.1.1	Officers attend meetings, host events, walk beats (residential and business), and visit schools.	Operations Division	On-going
5.1.2	Host meetings with the community to educate and problem solve specific crime issues occurring within the community.	Operations Division	On-going
5.1.3	Post annual report on the website and educate the public about department programs.	Operations Division / Administrative Services	On-going
5.1.4	Identify and support approaches to connecting with our youth, working closely with schools and recreation centers.	Operations Division / Administrative Services	On-going
5.1.5	Encourage community involvement by promoting volunteer programs.	Operations Division / Administrative Services	On-going
5.1.6	Officers host or attend education/training meetings with the public to provide resource information.	Operations Division / Administrative Services	On-going

Strategic Objective 5.2: Continue to use the patrol beat concept that engages the community and establish/expand relationships with the community.

	Action	Assigned	Completed By
5.2.1	Ensure Patrol officers have time to engage with the community	Operations Division	On-going
5.2.2	Increase visibility and encourage positive interactions between the community and Patrol Offices in assigned beats.	Operations Division	On-going



5.2.3	Adjust beats if needed for growth or annexation.	Operations Division	On-going
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**Measurement of Accomplishment:** Increased community engagement, meeting sign-in sheets, materials distributed, youth programs attended or youth involvement, walking the beat stats, and volume of calls within each beat.

**Process for measuring Achievement of Goals:**

Command Staff will provide the Chief of Police with a quarterly update to include progress towards reaching the set goals and objectives in this plan by the end of the year.

**Annual Review:**

Annually, the Chief of Police or designee will complete a documented review to ensure the goals and objectives remain current with the Department’s mission and vision.