

# Chelsea Police Department 2024 to 2029 Strategic Plan



# Table of Contents

Message from the Chief .....	2
Chelsea Community Overview .....	3
Chelsea Police Department Perspective.....	5
Chelsea Police Department Organizational Chart.....	7
Mission & Values.....	8
Environmental Scan & Input.....	9
Employee Input.....	10
Strategic Plan.....	12

# Message from the Chief

Strategic planning is a process in which an organization's leaders define their vision for the future and identify their organization's goals and objectives. Every leader of every organization or business should develop a strategic plan and police departments are no exception. A good strategic plan provides a clear roadmap, including a set of guiding principles that defines the actions people in the organization should take (and not take) and the things they should prioritize (and not prioritize) to achieve the overall organizational goals.

In 2021, Chelsea City leaders established the Community Public Safety Task Force for the purpose of developing recommendations for the City Council in regards to recommendations outlined in the Bobcat Police Operational Audit (Sept. 2021). At the June 6, 2022 Chelsea City Council meeting the Community Public Safety Task Force provided the below recommendations.

- 1) Council shall create a Public Safety Strategic Planning Group (SPG) to do the long-term work recommended in the full Community Public Safety Task Force final report. The current Task Force shall stay in effect until the Strategic Planning Group is in place (July/Aug 2022). The SPG shall consist of the new Chief of Police, a City Council representative, and 5 community members.
- 2) The Strategic Planning Group shall research and hire a Subject Matter Expert (SME) to facilitate the strategic planning process, as well as research potential grant funding. This work can be done in the lead up to the new Chief of Police start date. The strategic planning process would not start until the new Chief is onboarded, estimated early Fall 2022, as the new Chief will be integrally involved in the planning process. The strategic planning process is estimated to cost \$25,000 and is to be included in budgeted expenses for the upcoming fiscal year.
- 3) The Strategic Planning process shall incorporate and assess all the report recommendations including the recommendation to create a Citizen's Oversight Board and implementing recommendations to the high-risk policies outlined in the Bobcat Operation Audit.

In the fall of 2022, the Strategic Planning Group (SPG) was formed, consisting of the following members:

Chief of Police Kevin Kazyak-Co-chair	Rich Barston
Kate Henson-Co-chair	Robert Long
Jane Pacheco-City Council Representative	Janet Martin-Conners
Marty Colburn City Manager	Michael Townley

In January of 2023 The SPG partnered with the Southern Michigan Criminal Justice Research Project (SMART) to help develop a strategic plan for the Chelsea Police Department. With an estimated completion date of March 2024.

## Chelsea Community Overview

Chelsea, Michigan offers its community members a charming, small town feel with big amenities, a dynamic living environment and sustained quality of life. Located in bustling Washtenaw County, just 15 miles from Ann Arbor, Chelsea (population 5,467) is enriched with a vibrant downtown, world-class health care, an award-winning library, excellent schools and our own Chelsea Fire and Police Departments.

Based on data from the US Census Bureau, the city has witnessed a slight population growth, rising from 4,355 residents in 2000 to 5,467 in 2020. Approximately 96 percent of the population identifies as white, with 54 percent being female. Homeownership is prevalent, as 62 percent of residents own their own homes. In 2020, the average household income stood at \$66,250, slightly exceeding the state average of \$59,234.

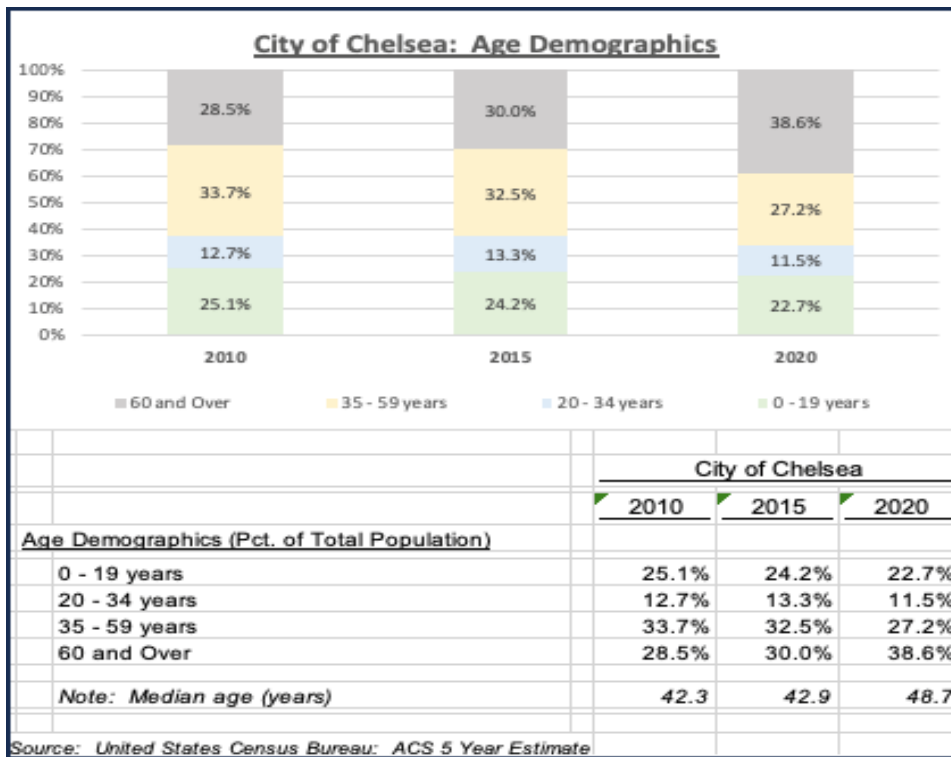
Notably, Chelsea's population is aging and achieving higher levels of education. Over the past decade, the percentage of residents aged 64 and above has increased by approximately 10 percent, while the percentage of those under 19 has slightly decreased. The median age of residents rose from 42.3 in 2010 to 48.7 years in 2020. Concurrently, there has been an increase in the number of residents attaining and associate degree or higher over the same period.

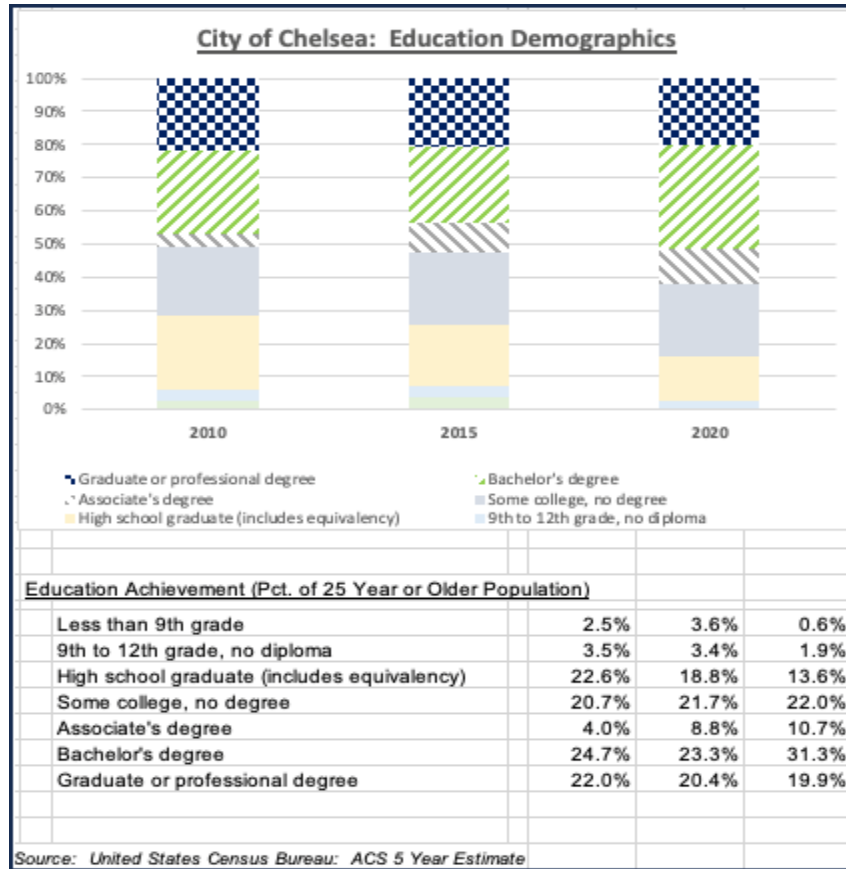
Crime statistics indicate crime rates varied between 2019 and 2022:

- Non-aggravated assaults increased 46%
- Intimidation increased 66%
- Fraud increased 83%
- Mental health calls increased 27%
  
- Theft from buildings decreased 64%
- Theft from vehicles decreased 84%
- Property damage decreased 25%
- OWI (operating while intoxicated) decreased 61%
- Juvenile offenses decreased 34%

	City of Chelsea		
	2010	2015	2020
<b>Total population</b>	4,875	5,126	5,447
Male	46.1%	46.0%	45.7%
Female	53.9%	54.0%	54.3%
<b>Housing Tenure (Pct. of Total Population)</b>			
Owner-occupied housing units	68.6%	59.2%	61.8%
Renter-occupied housing units	31.4%	40.8%	38.2%

Source: United States Census Bureau: ACS 5 Year Estimate





## CPD Organizational Perspective

In 1941, the Chelsea Police Department got its official start and the headquarters was located at 103 N. Main Street. Then, in 1946, they moved into the Municipal Building on E. Middle Street. The department received their first patrol car three years later in 1949.

The first officer to be called Chief was George Doe in 1950, though he had been a Marshall since 1941. He retired in 1955. Another longtime Chief was George Meranuck, from 1967-1979, who was well respected and liked by all. He made several changes that brought the department into a new age of law enforcement, including 24-hour dispatch. The Chief to hold the distinction the longest was Lenard McDougall. He started with the Chelsea Police Department in 1968 as a patrolman, was promoted to Sergeant, and then Chief of Police in 1984. Chief McDougall retired in December of 2003.

Tragedy struck the Chelsea Police Department a few years later when the new Chief, Riley Scott Sumner, was killed in the line of duty on April 13, 2006. Chief Sumner had been in pursuit of a suspected fugitive when the helicopter, piloted by Chelsea Fire Captain Matthew Tuttle, crashed west of town near Jackson and Staebler Roads. Both community servicemen died.

Chief Ed Toth served from 2006 until 2022, where like Chief Meranuck, is credited for modernizing the police department with a new Police Headquarters built in 2011 at its current

location 311 S. Main St. Chief Kevin Kazyak was appointed to the CPD in October 2022. The Department boasts twelve (12) full time officers, five (5) part time officers, two (2) reserve officers, four (4) full time dispatchers, three (3) part time dispatchers, one (1) administrative employee and five (5) crossing guards.

**Chelsea Chiefs of Police**

George Doe (1950-55)	Lenard E. McDougall (1984-2003)
John Carmen (1955-57)	Riley S. Sumner (2004-06)
John Palmer (1966)	Ed Toth (2006–2021)
George Meranuck (1967-79)	Kevin Kazyak (2022- Present)
Robert F. Aeillo (1979-83)	

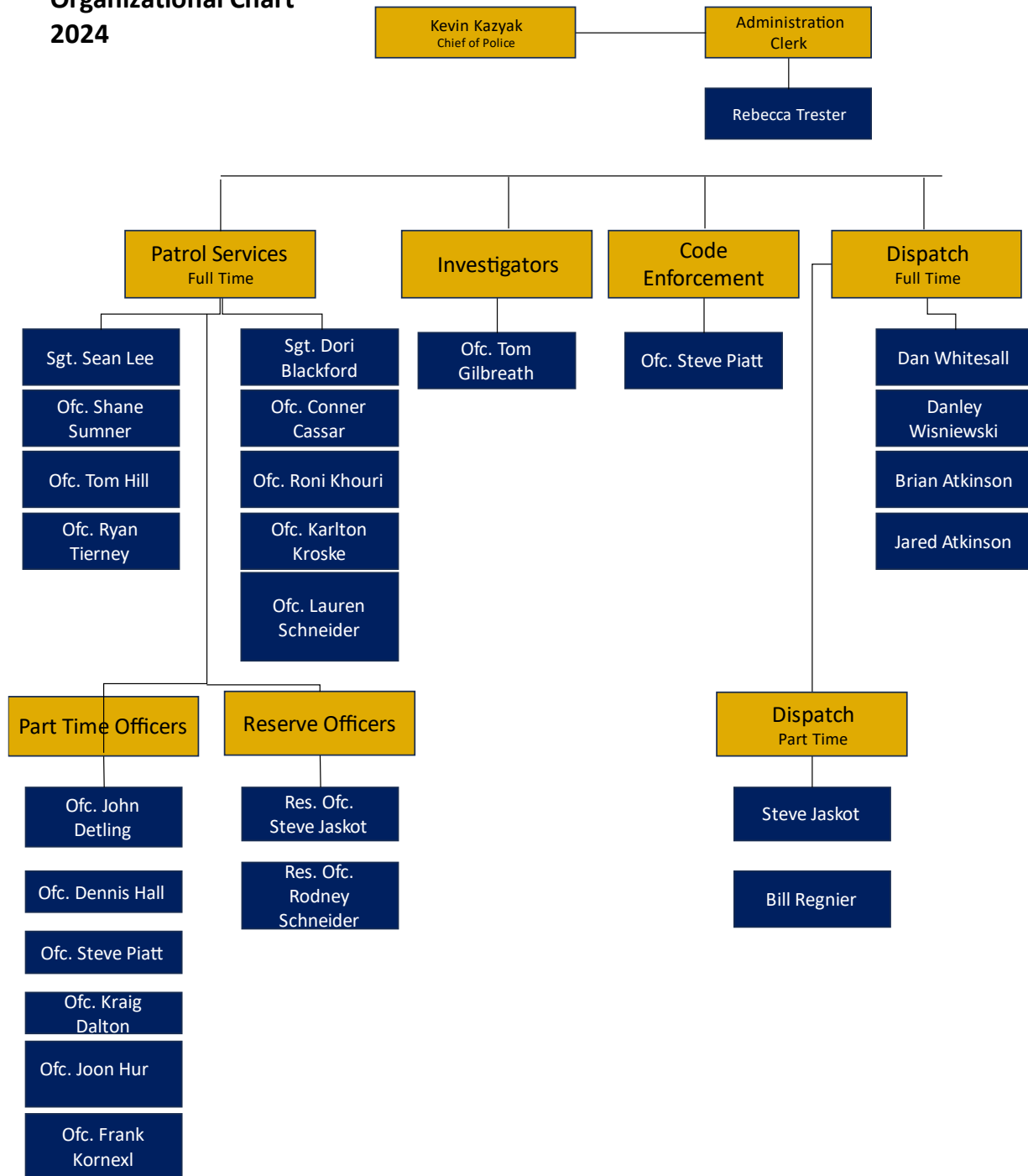
**Service Inventory**

According to the *Sun Times News*, between January and November 2023 the Chelsea Police Department:

- Responded to 4671 calls for service; up from 3979 over the same period the previous year
- 108 traffic stops; down from 117 the previous year
- Investigated 64 cases (30 were closed, 19 remain open, 2 were sent to the lab, and 13 were turned over to the prosecutor)

Personnel (2023)	Equipment/ Technology
*4 New full-time officers hired	*3 New squad cars purchased
*1 Sergeant retired	*In car computers
*2 Officers promoted to sergeant	*Radar and Lidar
	*Body Cameras

# Chelsea Police Department Organizational Chart 2024





# **THE STRATEGIC PLAN (5 YEAR PLAN)**

## **Strategic Planning & Purposeful Action**

The strategic planning process is designed to provide a five-year plan of action for the Chelsea Police Department. It encompasses the past, today and where it wants to go in the future. This is pursued through the creation of a series of long and short goals aligning with the organization's mission and value statements.

## **Mission Statement**

It is the mission of the Chelsea Police Department to protect and to serve the community with integrity and professionalism. By working with our citizens and businesses, we aspire to maintain a safe, equitable and welcoming community for everyone who lives, works and visits Chelsea.

## **Values**

- 1. *“Do the right thing” even when no one is looking.***  
If we hold ourselves to the highest standards of Honesty and Integrity without compromise, then doing the right thing comes easy and trust in the police department will follow.
- 2. *“Every citizen, every time”***  
We only get one chance to make a first impression. If we treat all citizens the same, and provide superior customer service on every call, every contact, every interaction, we never have to worry about what peoples first impression of the Chelsea Police Department will be.
- 3. *“The little things can make a big difference”***  
Opportunities for us to make a difference are everywhere, and they're usually found in the little things. We may never know how the little things that we do can add up to make the big difference in someone's life.

## **ENVIRONMENTAL SCAN & INPUT PROCESSES**

### ***Community Input (public sessions, town halls, dates, time, results?)***

The Chelsea Strategic Planning Group and EMU SMART held several public engagement sessions designed to provide citizens opportunities to have input and voice concerns, share information and receive updates on the strategic planning process. Two SPG and SMART co-sponsored community input sessions were held April 19, 2023 and May 17, 2023. A third public hearing, recapping the process, was held on July 12, 2023. The SPG also provided input and inclusion opportunities through Chelsea Sounds and Sights (June 15, 2023) and the Farmer’s Market (June 17, 2023). Highlighted below are common themes found among citizens’ comments. The themes include strengths, weaknesses, future aspirations and environmental obstacles

### **Input from Citizen on Police Relations (Open Community Meetings)**

<b><i>Strength</i></b>	<b><i>Weaknesses</i></b>
<ul style="list-style-type: none"> <li>*Timely responses to citizens’ call for service</li> <li>*Chief engages with citizens</li> <li>*Visually present during community events such as parades, sights and sounds</li> </ul>	<ul style="list-style-type: none"> <li>*Concerns about police officers treating all citizens the same regardless of race, gender, non-residency, LBGTQ+, etc.</li> <li>*More mental health resources needed</li> </ul>
<ul style="list-style-type: none"> <li>*Friendly and courteous</li> <li>*Cares about the community</li> <li>*Interaction/support/communication with the school district</li> </ul>	<ul style="list-style-type: none"> <li>*Need to get out of the cars more and engage with citizens</li> <li>*Communication with ALL citizens</li> <li>*Reputation for stopping and harassing people of color</li> <li>*Need to acknowledge fragile mental/emotional state of citizens of all ages when turmoil and tense interactions involving the police occur</li> <li>*More presence needed in school district, particularly around high-profile disturbances and violence</li> </ul>

<p><b><i>Future Aspirations for Engagement</i></b></p> <ul style="list-style-type: none"> <li>*Continued involvement and input from citizens-i.e. surveys, town halls, community input</li> <li>*Rebuilding trust through proactive and positive policing</li> <li>*Non-uniform representation walking, bikes/ w/out weapons engaging citizens</li> <li>*Meetings with neighborhoods</li> <li>*Incorporation of more social workers incorporated into police work</li> </ul>	<p><b><i>Obstacles to Achieving Aspirational Engagement</i></b></p> <ul style="list-style-type: none"> <li>*Old school “cop” mentality unwillingness to change or listen</li> <li>*Perceptions of persons based on clothing and ethnicity</li> <li>*Long held distrust</li> <li>*Getting buy in from officers and community members</li> <li>*The push for expediency to a complex time-consuming process</li> </ul>
<ul style="list-style-type: none"> <li>*Increasing citizen knowledge about police work and policies in an effort to expand understanding regarding what is and is not possible</li> <li>*Increased community partnerships with mental health and other agencies in Washtenaw County</li> <li>*Citizen involvement supportive presence to vulnerable populations</li> <li>*More efforts to build back trust</li> </ul>	<ul style="list-style-type: none"> <li>*Stereotypes/old thinking</li> </ul>

**Employee Input (survey and employee workshop input)**

Understanding employee needs and perceptions are an important part of the process. SMART provided two input opportunities for employees to engage in the process. First was through a mission statement revision workshop. The second was through an employee survey.

*Mission Statement Workshop*

On May 10, 2023 the Chelsea Strategic Planning Committee and EMU SMART met with members of the Chelsea Police Department to engage in discussions about the strategic planning process and organizational identity. An emphasis was placed on the importance of an effective mission statement. CPD officers and members of the strategic planning committee assessed various police mission statements and how the agency’s current mission statement might be updated to align with professional standards and community needs. As a follow up to the workshop, Chief Kazyak submitted a working draft of a revised mission statement for review and input. The process resulted in the development of the current mission statement included in the report.

*Employee Survey*

EMU SMART developed an employee survey designed to assess employee perceptions of agency needs, environmental changes, support from leadership and the Chelsea community, information sharing and input processes. All CPD employees were invited to participate in the voluntary electronic survey. Twelve of twenty-two employees participated, representing a 55 percent response rate.

One important element of assessment was motivation. Employees were asked a series of questions regarding compensation, support, retention, input, information sharing and performance assessment. Answer options included 1=Never, 2=Rarely, 3=sometimes but not often, 4=Often, but not always, and 5=Always.

Categories receiving the highest praise and those indicating slightly more opportunities for growth are included in the table below. The results reveal high levels of support for supervisors’ providing sufficient training, clear instructions, resources, and authority. The lowest level of support are found among morale, feedback and feeling valued.

<b>Employee Morale</b>	
<b>Highest Level of Support</b>	<b>Lowest Levels of Support</b>
I know what is expected of me	Morale is high at CPD
Access to management	Regular supervisor feedback-positive & negative
Adequate training, authority and resources	Receiving timely performance feedback
Safe work environment-mentally/physically	My opinions sought out and valued
Access to adequate training	Different Views encouraged in my unit
Satisfied with my work	Fairly distributed workload
Given sufficient responsibilities	Pay satisfaction
Feel job security	I can do my work without fear
Confidence in top leadership	All employees are treated equally with respect
Likelihood of exiting for similar pay	Info passed down through supervisor
Work duties clearly explained	Belonging at work
Management encourages continued creativity and improvement	Organization values outstand performance

When reviewing perceptions of support from the community and agency leadership, approximately 92 percent of officers participating believe Chelsea residents are either moderately or very supportive of the police department. Similarly, 92 percent of officers indicated that it is important for command staff to support them after a controversial incident

involving a police-citizen interaction. While views around community support are notably positive, only 33 percent felt the community recognized and valued their work.

Views on procedural fairness, efforts to diversify the force, and engaging with vulnerable communities produces varying results. Eighty three percent of officers believe they have a safe environment to air grievances in and the department culture promotes respect, fairness and equity for all officers and community members. Conversely, 92 percent of respondents believe that high profile incidents involving the police and African American citizens have made their jobs harder.

Incorporating employee and community input into an action plan is essential to long term public safety success and community building. The strategic plan discussed here offers insight into the goals and objectives that will guide the actions of the CPD over the upcoming five years.

## **CPD Strategic Plan FY 2023-2028**

### **Section One: Employee Engagement and Success**

Employees are the most essential part of the organization. They carry out the day-to-day operation of the department and will largely determine the successful accomplishment of goals. In an effort to ensure they do their best work the department must meet their needs.

The initiatives below are designed to promote the goals of enhancing employee engagement, support and satisfaction and retaining a high-quality workforce. They address employee motivation, morale, opportunities for professional growth, and community engagement.

Goal 1: Enhance employee Engagement, Support and Satisfaction	<b>Timeline:</b>	<b>Assessment Measures</b>
<p>Initiative 1a: Enhance organization input and information sharing.</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Create a quarterly Chief Bulletin</li> <li>• Educate and involve Sergeants and officers in the periodic assessment of the strategic planning process and outcomes.</li> <li>• Conduct employee survey to determine areas of satisfaction and dissatisfaction.</li> </ul>	<p>Year Two</p> <p>Currently on going</p> <p>Year Two</p>	<p>Quarterly meetings or bulletin produced.</p> <p>Engage employees in annual assessment of strategic planning goals.</p> <p>Conduct and document annual employee survey.</p>

<ul style="list-style-type: none"> <li>• Enhance intradepartmental communication.</li> </ul>	Year Two	Expand efforts to improve information sharing across the agency.
<ul style="list-style-type: none"> <li>• Expand employee recognition program.</li> </ul>	Year Two	Explore the creation of employee recognition program with reward measures.

Goal 2: Enhance workforce development	Timeline:	Assessment Measures
<p>Initiative 2a: Recruit and retain a high-quality workforce.</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Enhance recruitment efforts by adding Recruitment page to website and Facebook.</li> <li>• Develop a recruiting team and program</li> <li>• Work with regional universities to implement an internship program.</li> <li>• Identify and target diverse applicant pool.</li> </ul>	Year Two	Update Department webpage/recruiting section.
	Year Two	Create a recruiting program and dedicated team.
	Year Two	Number and Quality of partnerships with regional universities.
	Year Two	Number of partnerships identified to explore recruitment challenges.
<p>Initiative 2b: Workforce Development.</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Identify personal growth and career broadening opportunities</li> <li>• Implement leadership training for all ranks.</li> <li>• Expand current training cadre.</li> </ul>	Currently and on going	Number of officers expanding their opportunities.
	Year Two	Number of class or hours of training.
	Currently and on going	Number and quality of instructors.

## Section Two: Enhancing Operational Efficiency & Effectiveness

Efficiency and effectiveness addresses pursuing a cost-effective approach to providing high quality policing services. More specifically, efficiency refers to converting inputs and outputs with limited organizational efforts and resources. Effectiveness refers to the ability to solve crime and perform other identified elements of public safety work.

The goals and initiatives highlighted in this section are designed to streamline processes and update procedures in a manner that allows the Chelsea Police Department to utilize technology and other resources to ensure the community is a safe place to live, work and visit.

Goal 1: Enhancing Organizational efficiency and effectiveness.	<b>Timeline:</b>	<b>Assessment Measures</b>
<p>Initiative 1a: Align policies to reflect updated industry practices and meet community needs.</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Continue to review and address policies identified in the Bobcat report.</li> <li>• Provide Officer training in General Orders review.</li> <li>• Enlist Officers assistance in reviewing and drafting new General Orders.</li> <li>• Publish General Orders on City Website.</li> <li>• Establish procedure for scheduled review of General Orders</li> </ul>	<p>Currently on going</p> <p>Year Two</p> <p>Year Two</p> <p>Currently on going</p> <p>Currently on going</p>	<p>Compare identified policies with current CPD General Orders.</p> <p>Number of officers receiving training.</p> <p>Number of Officers assisting in review of General Orders.</p> <p>Attention to website postings.</p> <p>Number of General Orders reviewed on schedule.</p>
<p>Initiative 1b: Technology and Upgrades</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Upgrade to computer generated tickets.</li> <li>• Modernization of Property Room and evidence logging.</li> </ul>	<p>Completed</p> <p>Year One</p>	<p>All vehicles equipped with printers, and all officers trained.</p> <p>Training all officers on Clemis Property Module.</p>

<ul style="list-style-type: none"> <li>Research and implement new crime statistic measures to maximize officer patrols.</li> </ul> <p>Initiative 1c: Establish strategic planning implementation group to monitor and report out on progress of strategic plan initiatives and goals.</p>	Year Three	Explore new crime statistic measures to maximize officer efficiency.
	Year One	Establish group and report out on schedule.

### Section Three: Building Community Partnerships & Public Trust

Community partnerships allow police agencies to be proactive in their approach to addressing crime. By collaborating with community members, agencies build trust granting them access to vital information, support and partners. Collaborations also increase the visibility of positive interactions with officers, thereby reducing stereotypes and hostilities between citizens and the police.

The Chelsea Police Department places a great value on the importance of working with community members. Citizens essential to solving crime, promoting peace and preserving a safe community.

Goal 1: Enhancing community outreach and engagement.	Timeline:	Assessment Measure
<p>Initiative 1a: Enhance personal interactions and non-criminal contacts.</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>Plan and initiate community partnerships that include regular communication events and listening sessions between community stakeholders and CPD</li> <li>Continued participation in current community events: Shop with a Cop Safety Town High School Career Day National Gun Safety Day Public Safety Night Civic Group station tours</li> <li>Increase the number of community outreach events by partnering with</li> </ul>	<p>Year One through Five</p> <p>Currently on going</p> <p>Year Two</p>	<p>Hold listening sessions with the community.</p> <p>Continue partnerships with current community event organizers.</p> <p>Percentage increase in the number of community events.</p>



<p>city and civic organizations as well as business and the Chelsea School District.</p> <ul style="list-style-type: none"> <li>• Develop a Citizen Emergency Response Team (C.E.R.T.) to assist Police and Fire Departments in emergency and large city events.</li> <li>• Research and develop a cadet program to encourage high school aged students.</li> </ul> <p>Initiative 1b: Establish social media/web presence enhance transparency &amp; information sharing.</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Create additional social media platform to complement that department’s Facebook.</li> <li>• Develop guidelines for departmental social media.</li> <li>• Deliver annual State of Public Safety / Year in Review, on social media.</li> <li>• Engage the community in crime reduction through information sharing (Crime prevention and Public Safety tips).</li> <li>• Increase the number of social media posts.</li> </ul> <p>Initiative 1c: Support the creation and implementation of a community social work as an additional resource for the department.</p>	<p>Year Three</p> <p>Year Three</p> <p>Year Two</p> <p>Completed</p> <p>Completed</p> <p>Year Two</p> <p>Year One</p> <p>Year One</p>	<p>Number of events attended by officers.</p> <p>Research and gauge community interest in C.E.R.T. program. Number of involved participants.</p> <p>Develop guideline for program and number of participants.</p> <p>Number of followers, likes, shares. Number of website visits. Average number of monthly posts.</p> <p>Completed</p> <p>Annual year posted and stored.</p> <p>Increase posts and sharing of public information. Average number of post or listening sessions.</p> <p>Number of followers, likes, shares. Number of website visits. Average number of monthly posts.</p> <p>Work with community partners by supplying input for community social worker position.</p>
---	---	--

Goal 2: Expand efforts to preserve human dignity and compassion in service delivery.	<b>Timeline:</b>	<b>Assessment Measure</b>
<p>Initiative 2a: Invest resources in workshops and training.</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Completed Training in: <ul style="list-style-type: none"> <li>○ Implicit Bias</li> <li>○ Cultural Awareness</li> <li>○ Responding to emotionally Disturbed Persons</li> <li>○ De-Escalation</li> <li>○ Officer Wellness</li> <li>○ CPR/AED/First Aid</li> </ul> </li> <li>• Future Training <ul style="list-style-type: none"> <li>○ Behavioral Health for Emergency Personnel</li> <li>○ C.A.R.E.S. Training</li> <li>○ Defensive Tactics</li> <li>○ Emergency Vehicle Operations</li> </ul> </li> <li>• Develop a long-term training schedule for new and annual training.</li> </ul>	<p>Currently on going</p> <p>Currently on going</p> <p>Completed</p>	<p>Number of officers and hours attended.</p> <p>Number of officers and hours attended.</p> <p>Share training schedule with Department employees.</p>
<p>Initiative 2b: Invest resources into re-establishing in-house training cadre</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Send current and future staff to instructor level training courses (train the trainer).</li> <li>• Collaborate with other agencies to increase awareness of innovations and emerging issues impacting policing.</li> <li>• Research grant funding available for training on vulnerable population engagement.</li> </ul>	<p>Currently on going</p> <p>Year Two</p> <p>Year Two</p>	<p>Increase of departmental instructors.</p> <p>Number and quality of collaborations.</p> <p>Number of grants identified and number of grants pursued.</p>

<ul style="list-style-type: none"><li>• Develop and offer a Citizens Police Academy.</li></ul>	Year Three	Research and gauge community interest in citizen's academy. Number of involved participants.
--	------------	--