



Draft Strategic Plan

FY 2021 – 2023

August 7, 2020

Letter from Eric Payne, Chief of Police

I am excited to present our Police Department's Strategic Operational Plan for 2020-2024. Your safety is our highest priority and, with this document as our guide, we will work together to ensure all people feel safe and are safe in this city.

Our nation is undergoing a significant social awakening that demands both recognition and a commitment to change. As police departments address the call for transformational change, we must do so in a way that embraces community participation and fosters mutual understanding. No police department – no matter how well-equipped or staffed – can maintain safety unless it enjoys legitimacy, trust and public support.

This plan is the product of self-evaluation, study, introspection and incremental change that has been in motion for more than five years within our Police Department. It reflects not only the hard work of our Police personnel, but that of several other City departments and – most importantly – voices from our community. From this collaborative process, we identified three primary goals: safety, innovation and engagement.

Through these strategies and actions, we will be a more effective, inclusive and modern police department. We will advance public safety while earning the trust and pride of those we serve and those who serve.

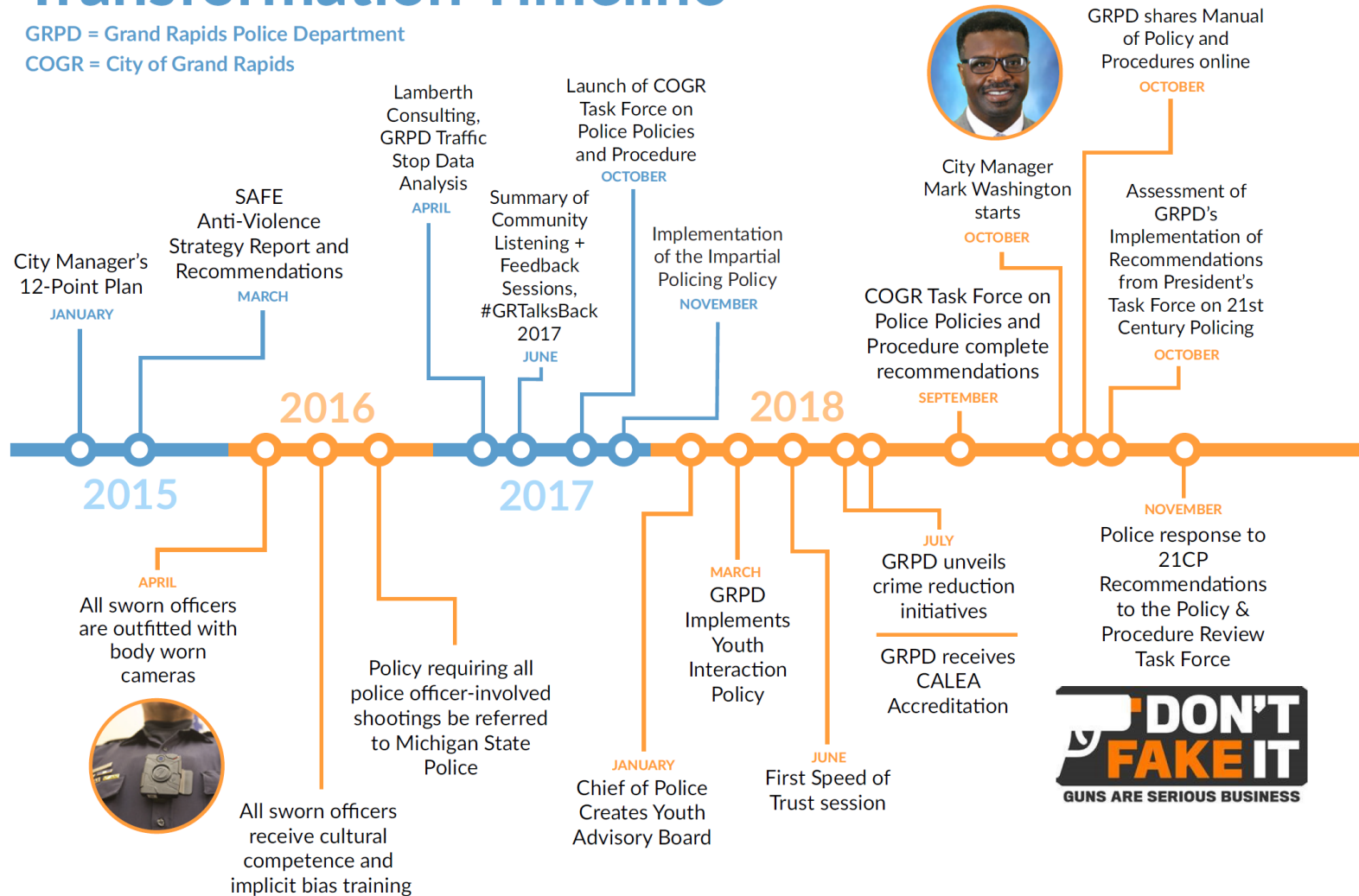
This is the first step, and much of the hard work lies ahead. But with a planned approach, we can set a path for continuous improvement and shared accountability. We want to ensure our priorities are transparent, our initiatives are actionable and our next steps are clearly defined.

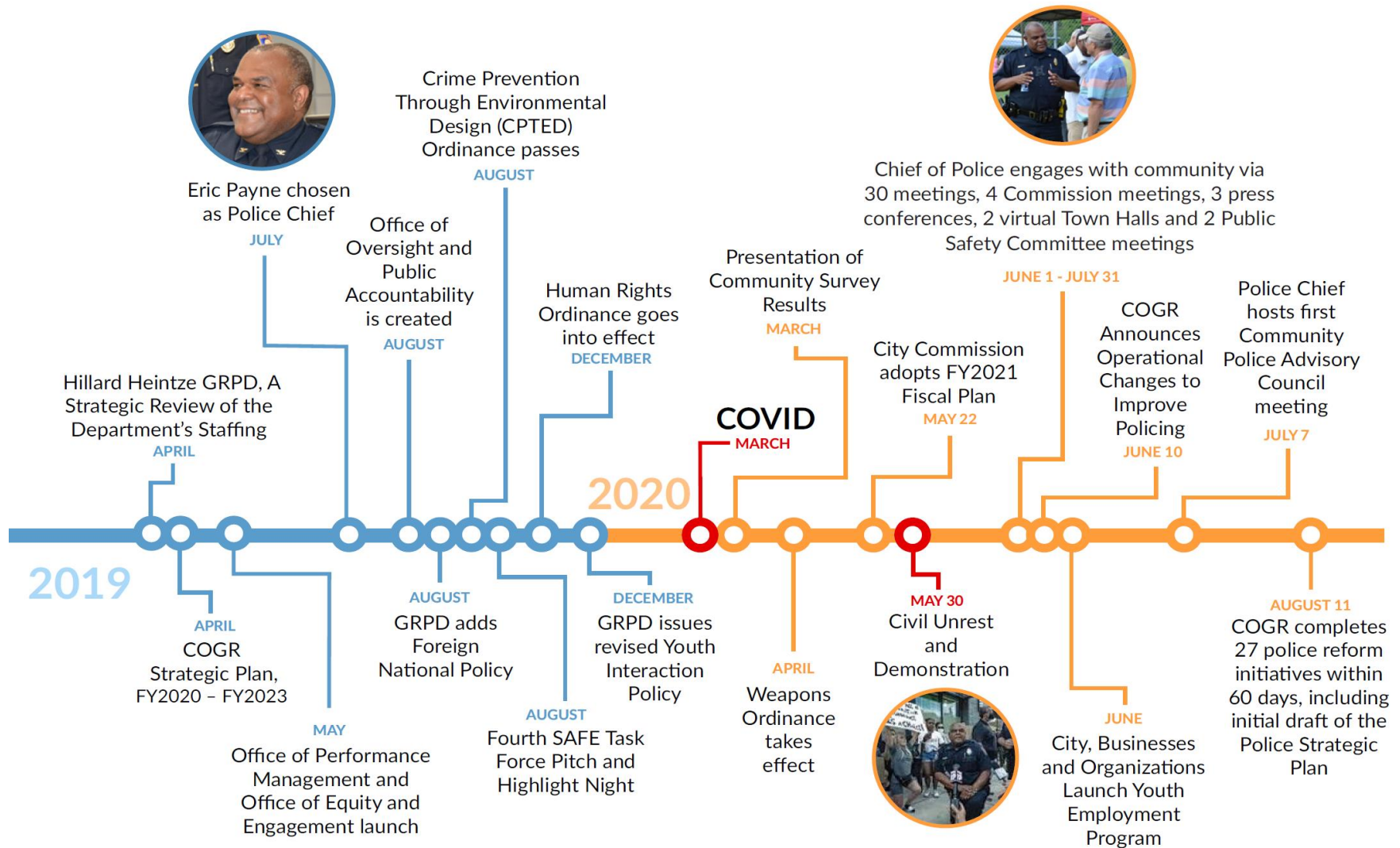
Thank you to our dedicated Police personnel for their continued commitment to providing exemplary service to our community. Thank you to our community for your support of public safety. We look forward to working together to accomplish the goals and objectives of our Strategic Plan.

Transformation Timeline

GRPD = Grand Rapids Police Department

COGR = City of Grand Rapids





Stakeholders: Multilayered. Multifaceted. Diverse. Important



Boards, Committees, Councils

- COGR Task Force on Police Policies and Procedure
- Citizen Appeals Board
- Community Relations Commission
- Public Safety Committee
- SAFE Taskforce
- Chief's Advisory Council
- Chief's Youth Advisory Board

City Staff and Collaborators

- Oversight and Public Accountability
- Equity and Engagement
- Communications
- Performance Management
- Customer Service and Innovation
- Fire Department
- Emergency Management

Community

- Commission public comments (live and via social media)
- Town Halls
- Community Survey
- ELUCD Surveys
- Speed of Trust
- Boys and Girls Club of GRYC
- Schools
- Community engagement events
- MI Prisoner Re-entry/Support Groups
- Citizen Police Academy
- Coffee with a Cop
- GR Police Explorers Program for Youth
- OnBase with GRPD
- Pathways to Policing
- Youth Police Academy

Police Personnel

- GR Police Officers Association
- GR Command Officers Association
- Police Officers Labor Council (dispatchers)
- Officers
- Non-sworn, civilian employees
- Dispatch
- Volunteer and Neighborhood Services Program

External Experts

- Hillard Heintze
- 21st Century Policing
- Lamberth Consulting
- Public Sector Search
- CALEA Accreditation
- MI Association of Chiefs of Police Accreditation

WeHearYou

Our community has publicly provided an immense amount of valuable feedback. We want you to know that we hear you and we value your feedback. Below are the top 10 community feedback items that we believe, based on your feedback, are of highest priority to you. We will continue to work to be responsive to your requests.

Final - SAFE Task Force Focus Groups and Report (2015)

- Support youth/workforce development programs and focus on positive interactions
- Focus on relationship building, respect, and understanding cultural differences
- PD seems response focused not relationship focused
- Skeptical about real change this time
- Invest in prevention and eliminate violent acts
- Activate economic opportunities
- Champion positive change in local and state governments and polices

#GR Talks Back Community Sessions (2017)

- Police are overworked and understaffed; partner with social workers to lighten the load and focus on de-escalation training

- Ongoing desire to genuinely connect with officers in a positive manner to rebuild trust (community policing)
- Increase youth outreach and recruitment efforts
- Communicate more and explain how community can be involved
- Need to hear from those most impacted by disparities
- Acknowledge implicit bias and stay focused on addressing it
- More diversity in hiring (race, ethnicity, residency and background)
- Low levels of confidence with the City taking tangible action
- Ensure full transparency and accountability

Police Chief Recruiting Search (2019)

- Engage with honesty, integrity, and empathy
- Ensure transparency and accountability

- Change police culture to one of community and collaboration
- Prioritize community policing and relationship building
- Courageous leader who is an advocate for the community
- Engage youth

June Town Halls and July 21 Commission Meetings (2020)

- Defund Police, amend proposed budget, adopt the People's Budget
- Reallocate resources for community programs (crisis intervention, mental health specialists, housing, healthcare)
- Violence is up, Police need more resources
- Demilitarize police, deescalate situations, ensure tactics and response match the situation at hand
- Bias still exists
- Hold Officers accountable and ensure transparency
- City Officials are apathetic; less talk, more action
- Listen to the voice of the people
- Come to an agreement, move forward as a city

Values

- *Service* – Through compassion, empathy and courage, we are driven to meet the public safety needs of our community.
- *Equity* – We acknowledge that historically, segments of our community, including people of color, low income residents and others, have been disproportionately impacted by policing practices and the criminal justice system. We are committed to providing fair and just services for all individuals.
- *Integrity* – We will do the right thing, at the right time for the right reasons.
- *Accountability* – We are committed to transparency and will always take responsibility for our actions.

Vision Statement

In partnership with our community, we will become the safest mid-sized city and most trusted police department in the United States.

Mission Statement

Protect life and property, prevent crime, and ensure all people feel safe and are safe at all times throughout our community.

Priorities

Safety
Innovation
Engagement

Our approaches will be informed by best practices, dialogue with our community and a commitment to continuous evaluation and improvement. These objectives and strategies reflect that approach and are informed by previous studies and engagement with the community that have taken place over the past five years.

Plan Elements

- *Priorities* – the high-level “buckets” through which we organize our work (we have 3 Priorities)
- *Outcomes* – what we hope to accomplish within each of the priorities
- *Objectives* – where we will focus our efforts (there are multiple objectives within each priority and each objective has strategies, action steps and metrics)
- *Strategies* – how we will achieve our objectives and desired outcomes
- *Action Steps* – tasks required to execute the strategy
- *Metrics* – how we will measure how well we are achieving our objectives and desired outcomes

Safety

We will provide professional neighborhood policing services to prevent crime, enhance trust, and ensure safety for every community member, visitor, and business.

Objective 1 – Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community. (FY21)

- **Strategy 1:** Transition to Neighborhood-Based Policing by making every patrol officer a community policing specialist who will focus on crime prevention, improve the quality of life for our community members and build trust.
 - **Action Steps:**
 - Examine current Service Area and Beat configuration for potential changes.
 - Assign a patrol officer on each shift to each geographic beat.
 - Ensure beat officers collaborate with residents and neighborhood stakeholders to address neighborhood specific crime, issues and concerns.
 - Incorporate expectations and accountability measures to ensure beat officers identify, coordinate and collaborate with GRPD Crime Prevention and neighborhood stakeholders on crime prevention strategies, CPTED and improved communication.
 - Publish a directory of beat officers that includes beat assignments, schedules and their contact information through multiple mediums, i.e. apps, websites, and personal contacts.
 - Ensure officers understand that successful outcomes and solutions through problem-oriented policing will be their primary objective.
 - Ensure beat officers communicate with neighborhoods prior to the deployment of proactive strategies that increase police presence in neighborhoods.
- **Strategy 2:** Increase officers' unallocated time so they can actively engage in their neighborhood.
 - **Action Steps:**
 - Revise call management protocols to ensure officers are only sent to calls that require sworn personnel.
 - Continuously evaluate call volume, type and location to maximize beat officer time spent in their neighborhood.
 - Utilize CAD to prioritize beat officers responding to calls in their assigned beats.
 - Provide measurable outcomes to evaluate performance for non-enforcement activity.

- **Strategy 3:** Maximize the use of data to provide timely and accurate intelligence.
 - **Action Steps:**
 - Ensure analysts are presenting beat level intelligence and crime data to beat officers regularly.
 - Use Service Referrals to ensure beat officers are working on identified problems that are complaint driven.
 - Use data to hold personnel accountable for department goals and objectives.

Draft Metrics:

- Response time to high priority calls for service within each beat/service area.
- Repeat calls for service to a specific location within a specific time frame for similar problem/complaint.
- Number of geographic beats filled on each shift
- Data from Service Referrals
- Citizen sentiment, regarding safety and trust, from community surveys.
- Number of calls no longer sending a sworn officer to
- Number of neighborhood-based policing activities by each beat/officer

Objective 2 – Through restructuring of existing specialty units, create a Crime Reduction Team that is data-driven to identify and address criminal offenders. (FY21)

- **Strategy 1:** Based on crime data and community input, assist beat officers by engaging in hot spot policing (targeting small geographic areas where crime is concentrated) to reduce recurring crime.
 - **Action Steps:**
 - Identify need and locations for hot spot policing.
 - Track data related to hot spot policing to appropriately evaluate impact.
- **Strategy 2:** Strategically and surgically arrest criminal offenders based on investigative data.
 - **Action Steps:**
 - Ensure coordination between investigators, crime analysts and Crime Reduction Team.
 - Evaluate impact via tracking of disposition of identified offenders.

Draft Metrics:

- Arrests made by CRT related to identified offenders
- Increased community trust
- Crime reduction

Objective 3 – Engage with the Office of Public Accountability and City stakeholders to pursue data driven, evidence-based strategies that address root causes of police related emergencies. (FY21/22)

- **Strategy 1:** Identify funding for a collaborative approach that integrates community leaders and past offenders in violence reduction strategies such as Cure Violence or similar program.
 - **Action Steps:**
 - Identify stakeholders to develop an implementation plan.
 - Determine most appropriate violence reduction model for Grand Rapids.
- **Strategy 2:** Partner with SAFE Taskforce to implement police related recommendations.
 - **Action Steps:**
 - Identify recommendations for implementation and develop a plan to execute.

Draft Metrics:

- Crime rate/statistics
- Number of SAFE Taskforce recommendations implemented

Innovation

We will leverage partnerships and technology to improve services, decrease crime and increase efficiency.

Objective 1 – Explore alternative responses to certain calls for service. (FY21/22)

- **Strategy 1:** Expand the Homeless Outreach Team (HOT)
 - **Action Steps:**
 - Increase number of police officers assigned to ensure adequate coverage.
 - Work to integrate permanent behavioral health professionals in to the team.
 - Determine appropriate types of calls for co-response based on team safety and pilot alternative response strategies.
 - Identify and provide appropriate training for team members.
- **Strategy 2:** Develop and pilot a Mental and Behavioral Health Team that can co-respond to mental health, non-violent substance use, and other related calls for service.
 - **Action Steps:**
 - Identify necessary components of team.
 - Determine appropriate types of calls for co-responders based on team safety and pilot alternative response strategies.
 - Provide necessary training, such as Crisis Intervention Training (CIT), to ensure focus is on de-escalation, wellness and health response.
- **Strategy 3:** Develop a plan for a Community Assistance Team, made up of non-sworn personnel, who can assist and work with beat officers to address neighborhood concerns that are non-criminal and more in line with quality of life issues.
 - **Action Steps:**
 - Identify appropriate types of calls for team assistance.
 - Determine method of assistance, i.e. on-scene response, post-call follow-up, etc.
- **Strategy 4:** Collaborate with MobileGR to transition parking enforcement to non-sworn city employees outside of the Police Department.
 - **Action Steps:**
 - Collaborate with City Attorney's Office to determine necessity for ordinance change to allow enforcement of all parking violations by non-sworn personnel.

Draft Metrics:

- Data from specialty teams created for co-response to specific calls for service.
- Beat officer time made available from transitioning parking enforcement to Mobile GR.

Objective 2 - Partner with Kent County Prosecutor's Office to coordinate victim advocacy and restorative justice programs. (FY21/FY22)

- **Strategy 1:** Collaborate with stakeholders to develop recommendations for increased involvement by the Police Department in the restorative justice programs.
 - **Action Steps**
 - Assign Victim Advocate to coordinate stakeholder group and develop plan for implementation.

Draft Metrics:

- Number of referrals to the restorative justice programs.

Objective 3 – Leverage technological opportunities to decrease crime and increase efficiency while ensuring objective and constitutional use and accountability. (FY 21/22/23)

- **Strategy 1:** Continue to evaluate constitutional use of Unmanned Aerial Systems (UAS) as a first responder
 - **Action Steps:**
 - Hold community meetings to seek input and educate the community.
 - Initiate pilot program and evaluate.
 - Identify longer term funding sources based on efficacy of results.
- **Strategy 2:** Re-visit the effectiveness of gunfire detection technology
 - **Action Steps:**
 - Hold community meetings to seek input and educate the community.
 - Identify potential sustainable funding sources via private/public partnerships.

- **Strategy 3:** Develop Real Time Crime Center with access to public space video with active monitoring.
 - **Action Steps:**
 - Determine mission and staffing requirements
 - Identify potential funding sources via private/public partnerships.

Draft Metrics:

- Data from any of these programs should they be implemented.

Engagement

We will build community trust and mutual understanding by enhancing community engagement strategies within the framework of neighborhood-based policing.

Objective 1 – Align engagement with neighborhood-based policing. (FY21)

- **Strategy 1:** Enhance communication with residents, businesses and visitors utilizing multiple mediums for two-way communication including regularly scheduled neighborhood meetings and events, social/traditional media, and website/apps.
 - **Action Steps:**
 - Hire a non-sworn Public Information Officer (PIO)
 - Collaborate with the community on the development of a communications and engagement strategy, in partnership with the Office of Public Accountability and the Office of Equity and Engagement.
 - Develop specific plans for more timely release of information and transparency related to neighborhood calls for service while still protecting the privacy of those involved.
- **Strategy 2:** Better educate the community and city leadership on police operations.
 - **Action Steps:**
 - Consider opportunities to reimagine the Citizens Police Academy to increase participation.
 - Increase participation, specifically of Grand Rapids residents, in the Youth Police Academy.
 - Collaborate on educational videos/opportunities with community stakeholders.

- **Strategy 3:** Ensure equitable engagement representation throughout the city.
 - **Action Steps:**
 - Create equity centered training and staff development for community engagement.
 - Map and publish engagement efforts.

Draft Metrics:

- Social media posts vs followers
- Data from Citizen and Youth Police Academies
- Data from engagement events

Objective 2 - Partner and collaborate with the Offices of Public Accountability and Equity and Engagement and community stakeholders to increase community trust through transparency and accountability while elevating the community's voice in police operations. (FY21)

- **Strategy 1:** - Provide accurate and timely data to the [Police Metric Dashboard](#) for community education and transparency.
 - **Action Steps:**
 - Assign an analyst with responsibility to monitor collection and accuracy of data while ensuring submission deadlines are met.
- **Strategy 2:** Utilize data regarding community sentiment through community surveys to constantly evaluate and improve police services while ensuring equity.
 - **Action Steps:**
 - Develop a process for data analysis and distribution to appropriate commander.
 - Hold commanders responsible via performance measures related to survey data.
- **Strategy 3:** Add a formal advisory structure to the Police Chief's Advisory Team (PCAT) providing input on items such as budget, policy, performance metrics and outcomes.
 - **Action Steps:**
 - Develop list of specific items that will be reviewed at regular intervals as appropriate with specific topic.
 - Ensure items are placed on appropriate agenda throughout the fiscal year.

- **Strategy 4:** Reimagine Police Chief's Youth Advisory Board.
 - **Action Steps:**
 - Survey youth to determine their ideas on the structure of a Youth Advisory Board.
 - Partner with city middle schools and high schools for participation.

Draft Metrics:

- Community sentiment regarding police engagement via community surveys
- Data from Police Chief's Youth Advisory Board

Objective 3 - Attract, hire, and retain high performing employees who embrace a guardian mentality and neighborhood-based policing philosophy. (FY21/22)

- **Strategy 1:** Reimagine recruiting strategies with a goal of ensuring the demographics of departmental staff is representative of the community's demographics.
 - **Action Steps:**
 - Use of a diverse committee of department members to provide guidance in recruitment methods.
 - Collaborate with NAACP, Hispanic Center, Urban League and other local organizations on recruiting strategies.
 - Enhance partnerships with schools, colleges, and universities specifically related to recruitment efforts.
- **Strategy 2:** Specifically recruit within neighborhoods as part of our existing Grow Our Own strategy.
 - **Action Steps:**
 - Ensure beat officers are knowledgeable in recruiting strategies.
 - Hold beat officers accountable via performance measures and data related to recruiting in their neighborhoods.

- **Strategy 3:** Ensure that a guardian culture and impartial policing philosophy is valued and promoted throughout the organization.
 - **Action Steps:**
 - Hold all employees accountable for knowledge of department values, vision and mission while incorporating them into their daily contacts with the community.
 - Provide training that educates sworn personnel in the importance of a guardian mindset while preparing them to be warriors when necessary.
 - Incorporate impartial policing values into all departmental training.

Draft Metrics:

- Workforce data related to staffing.
- Traditional recruiting vs neighborhood-based recruiting data
- Training provided related to guardian culture and impartial policing

Initial Implementation Timeline

- *August 11, 2020* Present Draft Police Strategic Plan
- *August 11 – 25, 2020* Receive feedback on the Draft Police Plan (community, police personnel, etc.)
- *September 29, 2020* Present final Police Strategic Plan; City will present a FY2020 Performance Management Annual update inclusive of the Police
- *November 2020* City staff will present an analysis of FY2020 budget versus actual expenditures, FY2021 mid-year adjustment and a FY2022 budget forecast and Commission will participate in a FY2021 reprioritization strategy and FY2022 prioritization exercise
- *December 15, 2020* City Manager will propose any mid-year budget amendments as warranted
- *February 2021* City staff will provide a FY2021 mid-year Performance Management update and Police will provide its first quarterly update under the Police Strategic Plan
- *Quarterly in 2021* Police will provide quarterly performance updates through at least the end of calendar year 2021
- *June 30, 2023* Work under Police Strategic Plan completed