Response to GRPD Strategic Plan

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Safety

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.

Recommendations

- Published directory should include supervisor's information and regular monthly townhall meetings should always have supervisors present
- Should use SARA model for problem-solving approach
- Proactive strategies should be notified to the public at least a month before implementation and can only be implemented after community input and approval

Question

- Do proactive strategies involve utilizing the broken windows approach, stop and frisk, or zero tolerance policing?

Strategy 2: Increase officers' unallocated time so they can actively engage in their neighborhood.

Recommendations

- Non-enforcement activity should be measured by bi-monthly community surveys and monthly townhall meetings for community members to tell their stories about encounters with GRPD officers without police present and with a stenographer recording statements in a transcript
  - There should be a way for community members to provide their feedback anonymously as well
- Should use SARA model for problem-solving approach
- Call management protocol revisions should include community members' input and approval

- Dispatchers' trainings must include: implicit bias training; cultural sensitivity training; trauma-informed care training; de-escalation training; and CIT training

  - Trainings must: 1) be scenario-based; 2) involve roleplaying followed by open discussion; 3) be conducted by a community-based organization with legitimacy from the directly impacted population within the community; and 4) involve community participation

    - Discussions must encourage candor, respect, and learning

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Strategy 3: Maximize the use of data to provide timely and accurate intelligence.

Question

- How is the Early Intervention System (EIS) used to hold personnel accountable for department goals and objectives?

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.

Question

- Does hot spot policing involve stop and frisk, zero tolerance policing, or broken windows approach?

Recommendation

- Data should be publicly reported and disaggregated by race, gender, age, zip code, and offenses charged and/or arrested

Strategy 2: Strategically and surgically arrest criminal offenders based on investigative data.

Question

- What does tracking of disposition of identified offenders mean?

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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.

Question

- How are community leaders and CURE Violence going to coordinate?

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Innovation

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

Strategy 1: Expand the Homeless Outreach Team (HOT).

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.

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.

Strategy 4: Collaborate with MobileGR to transition parking enforcement to non-sworn city employees outside of the Police Department.

Questions

- How will dispatchers coordinate with police and non-police on different types of calls?
- How does this relate to police engagement in schools and out of schools?

- How are community members involved in these protocols?

- Related to dispatchers and response to calls, will data collection, analysis, and public reporting occur?

Recommendation

- Analysis must be disaggregated by race, gender, age, and zip code

<u>**P.13-14**</u>

<u>Engagement</u>

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

<u>**Strategy 1:**</u> **Collaborate with stakeholders to develop recommendations for increased involvement by the Police Department in the restorative justice programs.**

Question

- Can restorative justice programs prevent processing and creation of arrest, juvenile, and criminal records?

Recommendation

- Tickets, warnings, and/or community service instead of incarceration

<u>**Objective 3:**</u> **Leverage technological opportunities to decrease crime and increase efficiency while ensuring objective and constitutional use and accountability. (FY21/22/23)**

<u>**Strategy 1:**</u> **Continue to evaluate constitutional use of Unmanned Aerial Systems (UAS) as a first responder.**

<u>**Strategy 2:**</u> **Re-visit the effectiveness of gunfire detection technology.**

<u>**Strategy 3:**</u> **Develop Real Time Crime Center with access to public space video with active monitoring.**

Questions

- Do community members have decision-making authority over technology used for policing? If so, how?

- What is the source of funding of technology?

- ==Will data collection, analysis, and public reporting occur related to the use of technology?==

Recommendation

- ==Analysis must be disaggregated by race, gender, age, and zip code==

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__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.**

__Strategy 2:__ **Better educate the community and city leadership on police operations.**

__Strategy 3:__ **Ensure equitable engagement representation throughout the city.**

Recommendations

- Police officer training must: 1) be scenario-based; 2) involve roleplaying followed by open discussion; 3) be conducted by a community-based organization with legitimacy from the directly impacted population within the community; and 4) involve community participation for **new recruits, in-service officers, and supervisors**
  - Discussions must encourage candor, respect, and learning
  - These trainings should be done in conjunction with and not incorporated into the Citizen and Youth Academies

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__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 2:__ **Utilize data regarding community sentiment through community surveys to constantly evaluate and improve police services while ensuring equity.**

Questions

- ==How will community surveys be publicized and distributed?==

- How does the community survey connect to the early intervention system (EIS)?

Recommendations

- Community surveys can be publicized on GRPD's and the City of Grand Rapids' websites and social media platforms and via radio and TV PSA's

- Community surveys should be distributed via GRPD's and the City of Grand Rapids' websites and social media platforms, email, text message, phone, and in person

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.**

Questions

- Does PCAT have access to hard copies and electronic copies of information?

- What does a formal advisory structure look like?

Recommendations

- Powers and Responsibilities

- Coordination
  - Police
  - Local government
  - Community
  - Media/Press

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Strategy 4: **Reimagine Police Chief's Youth Advisory Board.**

Questions

- What are the powers and responsibilities of the Police Chief's Youth Advisory Board?

- Will board members be elected or appointed?

- Will this board have a formal advisory structure similar to PCAT?

Recommendations

- Powers and Responsibilities

- Coordination
  - Police
  - Local government
  - Community
  - Media/Press

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.**

Strategy 2: **Specifically recruit within neighborhoods as part of our existing Grow Our Own strategy.**

Strategy 3: **Ensure that a guardian culture and impartial policing philosophy is valued and promoted throughout the organization.**

Questions

- Will there be community involvement in GRPD's hiring and retention and promotion panels?
- What's the community involvement in establishing criteria for GRPD's hiring and retention and promotion?
- What's the community involvement in new recruits training?

Recommendations

- New recruit training must: 1) be scenario-based; 2) involve roleplaying followed by open discussion; 3) be conducted by a community-based organization with legitimacy from the directly impacted population within the community; and 4) involve community participation
  - Discussions must encourage candor, respect, and learning
- New recruits should undergo a psychological evaluation according to the [Minnesota Multiphasic Personality Inventory-2 (MMPI-2)](#) to determine probationary period ranging from 1 year to 3 years

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- At least twice a year in-service rank-and-file officers and supervisors should undergo a psychological evaluation according to the [Minnesota Multiphasic Personality Inventory-2 (MMPI-2)](#) to be included in consideration of performance evaluations

- In officer-involved critical incidents where lethal force or less lethal force was used, involved in-service rank-and-file officers and supervisors should undergo a psychological evaluation according to the [Minnesota Multiphasic Personality Inventory-2 (MMPI-2)](#), an alcohol screening, and a drug screening for performance-enhancing drugs (PED) and other behavior-altering substances to investigate potential misconduct and determine discipline

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- **Feedback on Strategic Plan Draft is due by 8/11 through 8/25**