

Grand Rapids Police Department Draft Strategic Plan FY 2021-2023



August 11, 2020

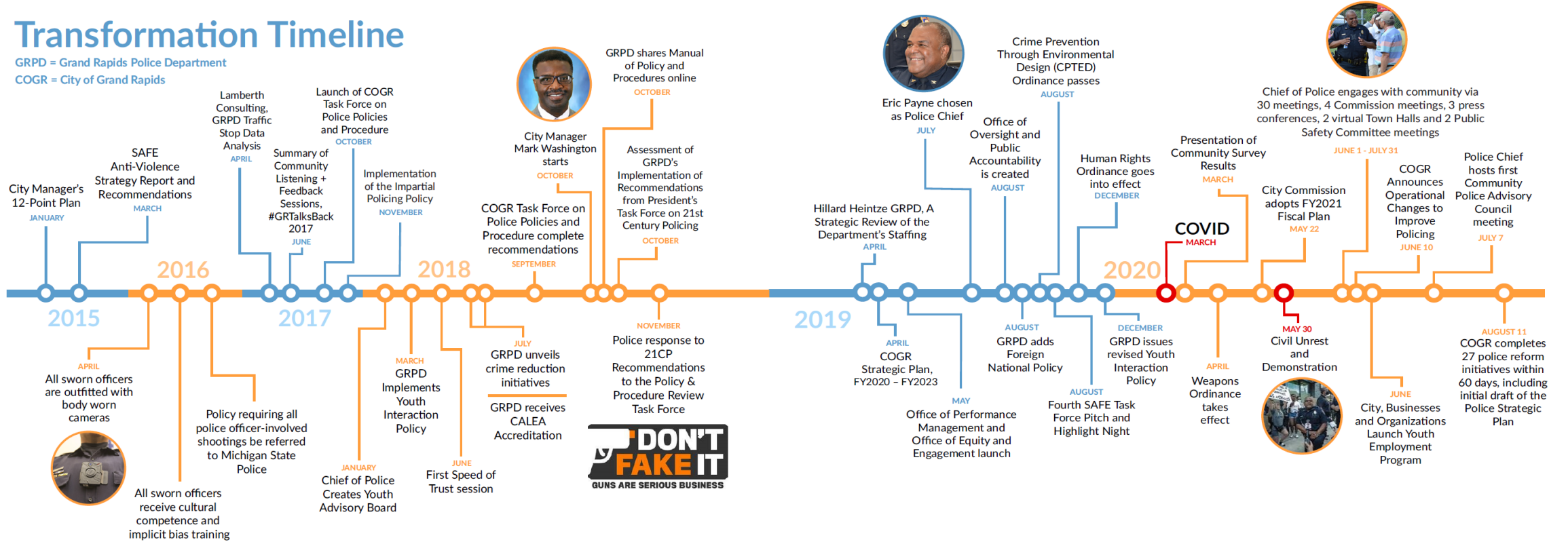
Agenda

- Opening remarks
- Plan elements and details
- Timing and implementation
- Police Reform Updates including Use of Force Policy revisions and recruiting updates
- Police Metric Dashboard
- Closing



Transformation Timeline

GRPD = Grand Rapids Police Department
COGR = City of Grand Rapids





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

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

City Staff and Collaborators

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

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

Stakeholders: Multilayered. Multifaceted. Diverse. Important.

Chief's Opening Remarks





Process for Drafting the Plan

- Collaboration with City departments (Office of Performance Management, Fire Department)
- Weekly meetings with City Manager and Executive Team
- Inclusion of an outside expert
- Engagement with Police personnel
- Engagement with Chief's Advisory Council
- Collaboration with Office of Performance Management and Customer Service and Innovation to build the Police Metric Dashboard
- Incorporated recommendations from external reports
- Informed by past community feedback

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 32 feedback items organized into four categories across six years that we believe, based on your feedback, are of highest priority to you.

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 (how we make decisions)

- **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 (what do we aspire to achieve)



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

Mission (what do we do and for whom)



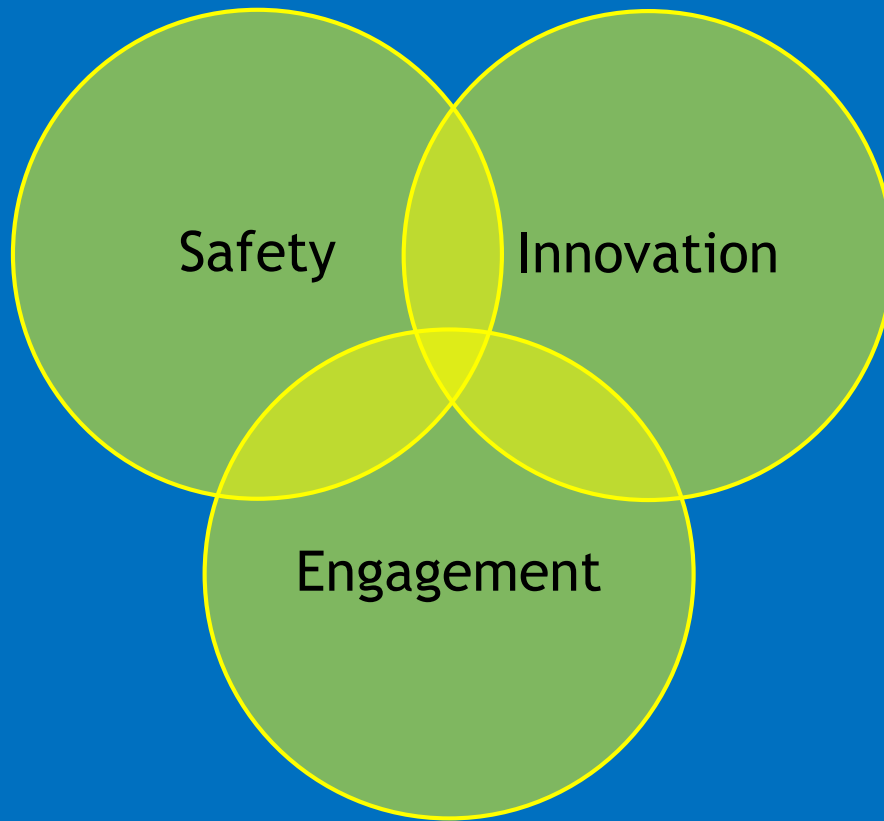
Protect life and property,
prevent crime, and ensure all
people feel safe and are safe at
all times throughout our
community.



Plan Elements

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

Three Priorities



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.

Safety



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



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.

- **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.
- **Strategy 2:** Increase officer's unallocated time so they can actively engage in their neighborhood.
- **Strategy 3:** Maximize the use of data to provide timely and accurate intelligence.

Safety



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

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

Safety



Objective 3 - Engage with OPA and community stakeholders to pursue data driven, evidence-based strategies that address root causes of police related emergencies.

- **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.
- **Strategy 2:** Partner with SAFE Taskforce to implement police related recommendations.

Innovation



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



Innovation

Objective 1 - Explore alternative responses to certain calls for service.

- **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.

Innovation



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

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



Innovation

Objective 3 - Leverage technological opportunities to decrease crime and increase efficiency while ensuring objective and constitutional use and accountability.

- **Strategy 1:** Continue to evaluate constitutional use of Unmanned Aerial Systems (UAS) as a first responder
- **Strategy 2:** Re-visit the suitability of gunfire detection technology for Grand Rapids
- **Strategy 3:** Develop a Real Time Crime Center with access to public space video with active monitoring.



Engagement

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



Engagement

Objective 1 - Align engagement with neighborhood-based policing.

- **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.



Engagement

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

- **Strategy 1:** Provide accurate and timely data to the city Police Metrics Dashboard for community education and transparency.
- **Strategy 2:** Utilize data regarding community sentiment through community surveys to constantly evaluate and improve police services while ensuring equity.
- **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.
- **Strategy 4:** Reimagine Police Chief's Youth Advisory Board.



Engagement

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

- **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.



Timeline

- Aug. 11-25, 2020 Receive feedback on the draft plan via link on City website
- Sept. 29, 2020 Present final Police Strategic Plan and FY2020 citywide performance management update
- Nov. 2020 City staff will present a financial analysis of FY2020, FY2021 mid-year and future forecasts; Commission will discuss a FY2021 reprioritization strategy and FY2022 prioritization
- Dec. 15, 2020 City Manager Washington will propose any mid-year budget amendments as needed
- Feb. 2021 City staff will provide a citywide FY2021 mid-year performance management update and the Police will provide its first quarterly strategic plan update
- Quarterly in 2021 Police will provide performance updates
- June 30, 2023 Police will complete the strategic plan and report outcomes



Police Reform Updates

On June 10, City Manager Washington directed the Police Department to work on improving or implementing 7 specific items related to use of force and officer identification within 60 days. The following changes have been drafted and are in the process of implementation.

1. Improve use of force policy by banning chokeholds.
 - MOP 9-1: "Neck restraints, which are physical maneuvers that restrict an individual's ability to breathe or restrict blood flow to the head, are prohibited unless the officer is in a situation where deadly force would be authorized."



Police Reform Updates

2. Improve our policy requiring officers to de-escalate situations, where possible, by communicating with subjects, maintaining distance and otherwise eliminating the need to use force.

- MOP 9-1: "When possible, officers shall attempt to gain control by means of verbal directives or commands. Effective communication skills may prevent many physical confrontations from escalating. However, if verbal directives or commands are ineffective, or not feasible given the circumstances of the situation, the officer must be prepared to escalate to control methods that involve the use of physical force. If force is justified, the officer must decide which technique(s) or authorized equipment will bring the situation under control."

3. Require officers to give a verbal warning in all situations whenever possible before using deadly force.

- MOP 9-1: "Whenever reasonably possible, officers shall provide verbal directives before deadly force is used."

4. Require officers to exhaust all other reasonable alternatives, including non-force and less-lethal force options, before resorting to deadly force.

- MOP 9-1 already requires the exhaustion of alternatives prior to the use of deadly force.



Police Reform Updates

5. Improve our policy by requiring officers to intervene and stop excessive force used by other officers and report these incidents immediately to a supervisor.

➤ MOP 9-1:

- Duty to Intervene: Arises when an officer observes or has reason to know that another officer is using force that is clearly unreasonable and the officer has the opportunity and means to stop the harm or prevent the harm from occurring.
- Officers have a duty to intervene regardless of the other law enforcement officer's rank, seniority or agency.
- Retaliation against any employee who intervenes, reports or participates in an investigation commences pursuant to this policy is strictly prohibited.
- All officer interventions shall be reported to a supervisor and forwarded to Internal Affairs for investigation.



Police Reform Updates

6. Update the policy on banning officers from shooting at moving vehicles (GRPD previously banned this practice).

- MOP 9-2: Officers may only discharge a firearm at a moving vehicle or its occupants when the officer reasonably believes there are no other means available to avert the threat of death or serious bodily injury to the officer or others.

7. Make sure all uniformed officers have names on all uniforms while in public to include events involving civil unrest.

- This already exists in policy and has been reiterated to all personnel.



Police Reform Updates

Additional change to policy:

- No-Knock Search warrants were banned
- MOP 2-1: Immediate Entry Search Warrants (No-Knock) are prohibited. Officers are required to announce their authority and purpose. Additionally, the department will not assist or participate in immediate entry search warrant executions with another law enforcement agency.



Police Recruiting Strategies Update

- The Community Engagement Unit (CEU) has been focused on recruiting a diverse workforce that reflects the community in which we serve.
 - 2017-2019 Efforts
 - Police Department Open House
 - MCOLES PT pretest
 - Women's Summit
 - Survey of Past Applicants
 - Grow Your Own (Pathways to Policing, Explorer, YPA, JROTC, Intern Program)
 - 2020 we had 34 interns, 41% of the interns are minorities, 11 of which participated in YPA or Explorers
 - Day in the life videos
 - Advertisement Campaign -Social Media, TV, Radio, Billboard, Print media etc.
 - Worked with Human Resources to streamline the Hiring Process



Police Recruiting Strategies Update

- Recruiting Strategies projected for the next two years
 - Continue momentum with 2017-2019 strategies
 - Develop online digital marketing campaign (Join GRPD)
 - Creation of a separate progressive website designed specifically for Recruiting
 - Create partnerships with minority fraternities/sororities at colleges, clubs, department leaders and athletic coaches
 - Create relationships with Multicultural Affairs Offices at Colleges to assist in recruitment
 - Enhanced communications with candidates to include their families
 - Increase interaction in schools from middle to high school
 - Continued focus on the Grow Our Own initiatives, Youth Police Academy, Explorer, On Base, etc.
 - Retention-creating mentoring program for new Officers
 - Collaborate with NAACP, Hispanic Center, and Urban League
 - Work with HR on Incentives to remain competitive in recruiting
 - All recruiting strategies currently on hold through Dec. 31, 2020 due to hiring freeze.





Hiring Update (recently approved civilian positions)

- Chief of Staff
 - Posting closed 8/5/20
 - Initial interviews scheduled for week of 8/17/20

- Public Information Officer
 - Posting closed 8/6/20
 - Initial interviews expected by to be scheduled in September

OPEN PERFORMANCE

Our mission is to elevate quality of life through excellent city services!



Dashboard



Police Metric Dashboard



Citywide M

Police Metrics Dashboard

- Publicly accessible dashboard launched August 7, 2020
- Available via the City's Open Performance website at: <https://data.grandrapidsmi.gov/stories/s/i3s7-bmak>
- Phase I available now, additional metrics and details will be added
- Collaboration between the Police Department, Office of Sustainability and Performance Management, and Customer Service and Innovation



Disaggregating Data by Demographics and Equity Commitment

Learn more about our commitment to disaggregate all data by race, ethnicity, gender-identity and geography to the extent possible and how we're leading with racial equity in all areas of our operations.

[Learn more here!](#)



Demographics Statement

- Lead with racial equity
- Embedding equity throughout government operations
- Disaggregate all data, to the extent possible, by race, ethnicity, gender identity and geography
- Limitations due to available data and systems



Key Elements

- Metric Name
- Most recent data point/measure
- Timeframe for the metric
 - Often calendar or fiscal (July 1 – June 30) year
- Status
 - Goal Met
 - Near Goal
 - Measuring (Goal not established yet)
 - Goal Not Reached
- Goal
- See More

Additional Details

- **Performance over time** (we've worked to show 5 years historic data when available)
- **View Source Data** – the raw data for all metrics is publicly available so people can download the data and perform their own analysis
- **About the Data** – where does the data come from, how is it collected, who collects the data and how often is the data collected
- **Why It Matters** – why does tracking this data and metric matter
- **Impacts since March 2020 Stay at Home Order** – have there been or are there expected impacts to the data due to COVID-10 or Civil Unrest
- **Demographics Disaggregated** – data broken down by race, ethnicity, gender and geography where available and relevant
- **More Details** – additional details

Police Metric Dashboard – Phase I

- **Accountability** - # of complaints filed against sworn and civilian GRPD employees submitted to Internal Affairs
- **Budget** – Police Budget
- **Community Engagement** – % of residents rating their overall feeling of safety in Grand Rapids as excellent or good; number of community events Police participate in
- **Crime Statistics** – Part I and Part II crime rates; number of gunfire incidents; murder rate; aggravated assault rate; non-aggravated assault rate; larceny crime rate; vandalism rate
- **Criminal Charge Statistics** - # of felony and misdemeanor charge records for like offenses from District 61 Court
- **Staffing** - % of beats covered 24/7/365; # of authorized (budgeted) police personnel; police personnel turnover rate; police department new hires



Chief's Closing Remarks

- Our Priorities of Safety, Innovation and Engagement will fundamentally change policing in Grand Rapids.
- Our strategies will build strong bonds with our community and create safer neighborhoods.
- Your support will signal that we stand united in advancing equality, justice and reform.



~~The End~~



Just the beginning...