



LINC UP, Urban Core Collective, NAACP Grand Grand Rapids Branch

August 25, 2020

This letter is intended to recognize the current iteration of the GRPD Strategic Plan is the first step forward to changing the department structure and culture both of which are necessary and important steps for GRPD. We appreciate the verbal acknowledgment by the Chief that the department is currently contributing to structural racism within the city and that they can begin to implement strategies that could address this core problem. However, the plan lacks explicit language detailing how GRPD will accomplish these goals and implement changes requested by the community and recommended in prior studies. In doing so, it fails to provide an adequate strategic framework in which to confidently move forward.

The recommendations in past studies continue to be best practices nationally and should inform the strategic plan. The plan does not include specific changes that have been requested by the community nor does it include comprehensive strategies to implement ideas included in the plan. As it stands, the plan presented by GRPD and the City of Grand Rapids ignores recent calls for a reduction to the overall police budget and does not seem to prepare the department for funding reductions in line with the requests made by the community.

Additionally, Accountability is identified as a value for the department, but no significant strategy is outlined to determine how GRPD will improve its accountability to the community. In addition to a lack of strategy, the plan is void of many of the past recommendations previously made to GRPD that are critical to GRPD improving its efficiency and operational effectiveness. Thus it does not demonstrate a willingness to hold itself accountable to community endorsed ideas.

During Chief Payne's presentation, he acknowledges that GRPD is an active participant in perpetuating systemic racism in Grand Rapids. These comments were included verbally, but this acknowledgment must be included within the strategic plan and should impact the strategic direction of the department. Addressing this core problem will require the plan to move beyond equating community engagement with community interactions. GRPD must begin implementing strategies, with proven effectiveness, that will halt and reverse the perpetuation of systemic racism in the department, the community, and the City of Grand Rapids at large. This can only be done by implementing plans that place more decision-making authority in the hands of the community that has been victimized by racist practices. Only through such structural engagement can the desired goals of GRPD be accomplished.

We recognize that two weeks is not enough time to say all that we would like to say on the matter of the Strategic Plan. LINC UP, Urban Core Collective, and NAACP of Greater Grand Rapids would like to request a meeting with the Chief of Police to further discuss feedback and recommendations for the strategic plan.

For more specific recommendations, please review the attached reports created by independent evaluators who reviewed the strategic plan.



Social Impact Policy Institute

GRPD STRATEGIC PLAN ASSESSMENT

Prepared for Linc Up & Urban
Core Collective

August 24, 2020



***“Law enforcement as a profession has a long history of service and sacrifice, but it’s not without mistakes and shortcomings, including playing a significant role in systemic racism”
~GRPD Chief Eric Payne, August 11, 2020***

The Black and Brown community in Grand Rapids has complained about systemic racism in Grand Rapids for decades. (Robinson, p. 18) With regard to policing, people of color in Grand Rapids are met with the harsh reality of the often overt, or easily identifiable racism. Sometimes, however; the discrimination is more subtle and discovered later, upon reflection, comparison or contemplation. Nevertheless, whether overt or subtle the physiological and psychological impact of racism remains. That impact robs people of color of their dignity, it disrupts their sense of journey, and deprives the City of Grand Rapids of the social and economic benefits of a truly diverse society.

The GRPD is an institution. A part of what most activists refer to as, “the system.” The system is a collection of institutions, that make activities of daily living possible. When an institution fails, the system becomes disabled. Institutional racism is the collective failure of an organization to provide an appropriate and professional service to people because of their color, culture, or ethnic origin (Macpherson, 1999). It originates in the operation of established and respected forces in society, as such, public condemnation is rarely taken seriously or properly addressed.

Over the last five (5) years, the City of Grand Rapids and community members have come together to discuss the nature of policing, and the level and extent of discrimination, if any, afforded to citizens of color. These discussions have led to several studies: 12 Point plan (2015); Lamberth Traffic Stop Study (2017); GRPD Taskforce Report (2017); Hillard-Heintze Staffing and Deployment Study (2019) and the SAFE Alliance Report (2015). Each study presented recommendations that were carefully designed to affirmatively further fair, equitable and citizen focused policing.

We appreciate the GRPD and City Manager Mark Washington for their leadership in creating a Strategic Plan that attempts to incorporate Innovation and Engagement into the departmental priorities. This demonstrates a real desire to respond to the concerns of the citizens of Grand Rapids. Nevertheless, there is much more work to be done to develop a strategic plan that speaks to the very real concerns of the citizens of Grand Rapids.

What follows is a suggestion on how the GRPD Strategic Plan can be strengthened by incorporating very specific and targeted recommendations from the aforementioned reports into the stated priorities. In addition, the priority, “Research/Problem” solving has been added for your consideration. The action items noted in this section can also easily fit into other priorities like “Innovation” or “Engagement.” Regardless of where they are placed, their inclusion should be mandatory. Significant time and resources have been expended to get these reports completed. Most of the recommendations presented have validated the concerns of the community. To leave them out of a strategic plan is irresponsible.

*Social Impact Policy Institute
GRP Strategic Plan Assessment
Prepared for Linc Up & Urban Core Collective
August 2020*

In addition, to incorporate these recommendations will promote efficiency in GRPD operations. They are cost effective and promote accountability.

Sincerely,

Lyonel LaGrone, Jr., MBA
Director, SIPI

Key

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Objectives as stated in the GRPD Strategic Plan

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Strategies as stated in GRPD Strategic Plan

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Recommendations added to plan draft from previous reports (with report citation)

Blue Text Highlighted in yellow

Additional Objective or priority for consideration

The GRPD strategic plan in its current form does not sufficiently address community concerns, nor does it adequately incorporate the recommendations from the several studies commissioned¹ to examine policing in Grand Rapids over the last five (5) years. This draft is presented in, “Model Bill,” format. Selected recommendations from these studies have been incorporated into this strategic plan draft, presenting a visual representation of what the plan may look like if recommendations were included.

Implementing the recommendations from these studies could reduce GRPD departmental costs while providing highly responsive community oriented policing services.

In sum: The GRPD Strategic Plan Draft does not demonstrate sufficient engagement with prior studies or community input.

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.**

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.

¹¹ 12 Point Plan (2015); Lamberth Traffic Stop Study (2017); GRPD Taskforce (2017); Hillard-Heintze Staffing and Deployment Study (2019); Safe Alliance (2015); As stated in *Draft Comprehensive Status Report on Police Studies and Recommendations*, GROPA. August 11, 2020

- **Review calls for service to ensure officers are being sent to calls where their response supports strategic vision. The GRPD should evaluate whether assigning officers to traffic crashes that are property damage only is an effective use of police officers' time (Rec. 1.3 Hillard-Heintze, 2019)**
Covered in Safety, Obj 1, Strat. 2

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.
- **Determine whether the assignment of an officer to every call for service is a strategic goal. If it is, establish the resources and tasking to support this goal. If not, establish parameters for officer assignment and educate the community and the officers on how these services will be supplied (Rec. 1.12 Hillard-Heintze, 2019)** Covered in first action step above

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.
- **Align civilian support staff with service areas to provide appropriate data management and analysis to inform management's decision making on resource allocation, implementation of crime strategies and other administrative and operational needs. (Rec. 1.5 Hillard-Heintze, 2019)**
*We've already added two additional civilian crime analysts and one data analyst. In process of hiring a civilian Administrative Services Director that will have responsibility for numerous tasks currently assigned to a Captain. Also, in process of hiring a civilian PIO that will relieve a Sergeant of that duty. Both of these last two positions were incorporated into the

plan – Engagement Obj. 2, Strat. 2 and Obj. 1, Strat. 1 respectively.

- **Develop a staffing plan for the Records unit to establish a Department data manager responsible for ensuring the accuracy, sufficiency, and consistency of data reporting across then department. (Rec. 1.8 Hillard-Heintze, 2019) Already completed with hiring of a data analyst.**
-
- **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/office

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.
- **Consider implementing a continuous improvement approach to policing that identifies objectives and key results for the units under operations and ensures shared responsibility for success, particularly around community engagement and community policing. Use management meetings to develop shared strategies and tasks and define measurements for success (Rec. 1.6 Hillard-Heintze, 2019) * This was added as an Action Step to Engagement, Obj. 2, Strat. 3 .**
- **Establish a staffing plan that accounts for the upcoming gaps in existing staff. Work to expand the current hiring goals to match the anticipated retirements. Consider an incentive by which officers announce a year in advance that they will retire to facilitate a hiring plan (Rec. 1.13 Hillard-Heintze, 2019) This is in place. We have a fairly good idea of planned retirements (self reported) and the City established the KEEP (Key Employee Incentive Program), a deferred retirement program, a couple years ago. About 15 employees currently participate in the KEEP. Unfortunately, a current hiring freeze due to COVID-19 related economy will affect our goals to maintain current staffing levels.**

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

Action Steps:

- Implementation of SAFE recommendations
 - **Deploy shot spotter and other practical modern technologies in a way that reasonably protects privacy, builds community-police trust, informs investigations (E1-3 SAFE, 2015) Covered in Innovation, Obj 3, Strat. 2**
 - **Develop a hybrid violence reduction strategy for serious offenders from the following models: South Bend, Safe Communities, Cure Violence, Cease Fire, and Street Soldiers and Identify/Implement aspects for the city within a framework that gun violence is a public health issue (E1-5 SAFE, 2015) Covered in Safety, Obj. 3, Strat. 1**
 - **The Police Chief shall review disparities with the arrest rates of African Americans in the city to ensure that equal protection of the law is afforded to all (E2-1 SAFE, 2015) The City previously opted not to**

pursue this under the 12 Pt Plan for a variety of reasons.

- **Review all GRPD policies and practices as it relates to “No Trespassing” letters/notices and “Pictures & Prints,” along with data for these arrests. Include findings in educational plans for the broader community (E2-2 SAFE, 2015) Previously completed with City Attorney’s Office**

Draft Metrics:

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

Objective 4: Address GRPD Staffing and Deployment issues that may potentially serve as impediments to public safety

Action Steps:

- **Revise policy and procedures to ensure that patrol officers are not writing unnecessary reports that do not provide any policing or other value. (Rec. 1.11 Hillard-Heintze, 2019) Covered under Safety, Obj 1., Strat. 2**
- **Conduct a skills gap analysis to ensure that officers positioned to be future leaders are trained and receive professional development (Rec. 1.14 Hillard-Heintze, 2019)**
Although no formal analysis is done, supervisors are trained, specifically during completion of evaluations, to review career goals with the subordinate and assist in development of a plan to reach those goals. Additionally, all personnel have the opportunity to attend the Department’s Leadership Institute, a 4-week program focused on leadership.
- **Establish clear policies non overtime and officer rest. (Rec. 1.15 Hillard-Heintze, 2019)**
We already have a policy in draft form but have some issues to work out.
- **Develop a civilian staffing plan that prioritizes staffing in units that have a direct impact on optimal field resource allocation. Identify strategic data led policing goals and recruit civilian staff in support of those goals. (Rec. 1.17 Hillard-Heintze, 2019)**
A number of sworn positions have already been identified that could be transitioned to civilian personnel but the hiring freeze has delayed our progress. We’ve already hired a Subpoena Server to take over duties previously performed by an officer. We’re in the process of hiring a civilian PIO and Administrative Services Director as previously noted.

- **Adopt a workload-based model for allocating Patrol Division resources. (Rec. 1.21 Hillard-Heintze, 2019)** This is being covered in Safety, Obj. 1, Strat. 2.
- **Closely examine the use of a 4-10 work schedule, and when possible, adopt a more efficient work schedule. (Hillard-Heintze, 2019)** We do not currently have enough personnel to make a 10hr patrol schedule work.

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 into 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.
- **GRPD should include community members and relevant stakeholder groups in the development and presentation of officer training (Rec 3.2 Taskforce, 2017)** We are developing workgroups for each objective in the strategic plan and external stakeholders will be included in those workgroups.

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.
- **GRPD should in partnership with the community, develop and provide training on “cultural competency” with a focus on communities that have been historically disenfranchised by law enforcement, and typically have generational mistrust with the police. (Rec 3.3 Taskforce, 2017)** We have had several training sessions over the past couple years related to this. We will continue to have such trainings which are also mandated by our CALEA certification.

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.
- **Clarification on youth engagement and intervention, especially in school settings, and recognizing that police interactions can lead to trauma in children (Rec. 4.6 Taskforce, 2017) This was discussed in our meeting and relates to**

positive youth engagement within schools, i.e. officers reading books, etc.

- **Referencing General Procedures Sec. 5, Line B, “Utilizing appropriate resources, such as CPS or DART.” This needs stronger language than just “using.”**
 - **GRPD should consider putting into place a strategy that focuses on chronic youth offenders, regardless of age. A community-team approach that involves Child Protective Services, Schools/Education/and PD. This strategy has been very effective in communities that face repeat offenders or chronic or habitual youth offenders. This is quite a challenge given the issues surrounding youth offenders and is more appropriate for the juvenile justice system. With that said, we are certainly willing to engage as a stakeholder in such programs.**
 - **Engagement and partnership with Child Protective Services is crucial. This has been a major lesson and practice as a result of the work of the National Alliance for Drug- Endangered- Children. GRPD has 2 CPS investigators imbedded within our Family Services Team with whom we work very closely. Additionally, we have 3 sworn investigators assigned to the Children’s Advocacy Center, working child abuse cases hand in hand with CPS, social workers and counselors.**
 - **Having CPS on the ground when children are involved in an arrest environment is a proactive intervention. (Rec. 4.7 Taskforce, 2017) We have policies in place that require contact with CPS based on specific circumstances. CPS will tell you it is no their mission to respond to scenes where a child is involved in an arrest environment unless such specific circumstances exist.**
- **GRPD should include community members in its ComStat process. (Rec. 5.3 Taskforce, 2017) GRPD does not have a true CompStat process. Currently, commanders meet weekly to discuss weekly crime stats and related issues. We are working to develop a more effective process and will consider including community members. One issue is that these meetings include discussions on open investigations along with CJIS (Criminal Justice information Systems) information that cannot be shared with community members.**
- **Develop a patrol strategy that allows Beat officers time to engage with the community in non- enforcement activities (e.g., foot and bicycle patrols). (Rec. 5.4 Taskforce, 2017) Covered in Safety, Obj 1. Strat. 1/2.**
- **Require Problem-Oriented Policing (POP) training to all sworn officers. This training teaches officers how to solve community problems in partnership with the community**

and through a mode that is comprehensive and evidence-based. (Rec. 5.4 Taskforce, 2017) Covered in Safety, Obj. 1, Strat. 1

- Incorporate the core principles of community policing – engagement, collaboration, problem-solving, and building trust and legitimacy in annual performance evaluations for all officers. (Rec. 5.6 Taskforce, 2017) Covered in Safety, Obj 1, Strat. 1/2; We currently have performance anchors in our evaluation that are specific to Community Policing Specialists that will be applied to all officers under the new Neighborhood Policing strategy.
- GRPD Beat officers should be required, and given the time, to initiate and complete at least one POP project on a quarterly basis. (Rec. 5.7 Taskforce, 2017) Covered in Safety, Obj. 1, Strat. 1
- GRPD should develop a specific POP incentive program(s) that recognizes and highlights GRPD staff - both sworn and civilian - in problem-solving with the community. (Rec. 5.8 Taskforce, 2017) GRPD has an existing award policy and program that would cover such recognition.
- Create additional opportunities for Police Chief and service area captains to regularly engage with the community (Rec. 2 – 12 Point Plan, 2015) GRPD commanders are already deeply engaged within their Service Areas and that expectation continues. We are open to any such opportunity for commanders and officers to be more engaged with the community.
- Mandatory cultural competence and implicit bias training for all police officers (Rec. 3 – 12 Point Plan, 2015) *Added to Engagement Obj. 3, Strat. 2 as an action
-

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: 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.

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.

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

Research & Development/Problem Solving

- **Prior to the increasing sustained enforcement activities in a Beat or area and when it does not compromise officer safety, GRPD should conduct a public meeting in that impacted Beat or area, give the community notice of these activities, and identify expected outcomes. (Rec. 1.3 Taskforce, 2017) Covered in Safety, Obj. 1, Strat. 1**
- **Whenever GRPD initiates a new crime strategy or deploys additional enforcement resources, for a sustained period of time, to a Beat or specific area, GRPD should conduct a monthly evaluation – including a review of stop, search and arrests data – to identify if the activities are resulting in disparate effects by race. (Rec. 1.4 Taskforce, 2017) We're not opposed to this and as much if not all of this data is already collected, it should be possible. Of course, appropriate analysis would have to occur versus simply looking at raw data.**
- **As recommended in the Lamberth report, GRPD should immediately conduct an analysis of its 2016 stop data. (Rec. 1.5 Taskforce, 2017) The City chose not to accept this recommendation for a variety of reasons.**
- **As recommended in the Lamberth report, GRPD should expand its stop data collection in the following areas (Lambert, p. 73): We are currently working toward some of these recommendations with the updating of our records management system that will allow us to better collect this data. With that said, there are challenges, for example, with**

collection of demographics such as ethnicity that would require our officers to inquire about one's ethnicity. This is already a challenge with race, a much less complex demographic.

- Accurately record race and ethnicity of motorists;
 - Collect more data on post stop activity, e.g. were motorists asked to exit their vehicles and/or were they handcuffed;
 - Revise the type of stop data to be more inclusive of the type of moving or equipment violations recorded; and
 - When the motorist, passenger or vehicle is searched, record the results of these searches. (Rec. 1.6 Taskforce, 2017)
- GRPD should conduct regular analyses of its stop data – both at the aggregate and individual officer's level to ensure deployment patterns and crime strategies are not resulting in racially disparate effects. (Rec. 1.7 Taskforce, 2017) We're not opposed, but this is a challenging recommendation as this would require routine surveys of the motoring public which is difficult, time consuming and expensive.
- GRPD should partner with a local academic institution to assist with its ongoing stop-data collection and analysis to ensure all analysis is based on credible methodologies and benchmarks. (Rec. 1.8 Taskforce, 2017) Same response as above
- GRPD should conduct an analysis of community complaints for the past 5 years to identify any patterns and trends. (Rec. 2.5 Taskforce, 2017) This is already done on an annual basis as a requirement of CALEA.
- GRPD should complete and publish a complaint summary report on an annual basis that provides a comprehensive report and analysis of the aggregate data on complaint patterns and trends. (Rec. 2.6 Taskforce, 2017) This is already done on an annual basis as a requirement of CALEA.
- GRPD should expand its Early Intervention System (EIS) to include stop and search data. (Rec 2.7 Taskforce, 2017) Currently, there is no way to incorporate this data into our EIS. Additionally, there would need to be a credible methodology to analyze such data.
- Hire consultant to review disparities in arrests (Rec. 7 – 12 Point Plan, 2015)The City opted not to pursue this recommendation for a variety of reason.

Response to GRPD Strategic Plan

Overall – For almost 20 years, community members and consultants hired by the City of Grand Rapids and GRPD have raised similar concerns and provided similar recommendations to address these concerns and improve GRPD’s relations with community members. GRPD needs improvement on: transparency of all policing activities and police-civilian encounters (data collection, analysis, and public reporting); proactive strategizing (data collection); inclusion of community members in all policing activities and strategies (including delegation of unarmed and armed responses to calls to service and incorporating community members into police officer trainings); and adequate supervision of rank-and-file officers.

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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.

Written

- It was recommended that GRPD interweave community into policing activities, tactics, and strategies;¹ be more proactive in strategizing calls for service rather than reactive;² and use problem-oriented policing to

¹Community and Police Relations 12-Point Recommendations, page 2 (2005), [file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf), and Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, pages 7,9, and 10 (2018), https://static1.squarespace.com/static/5ad62e3aacc4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf, and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

²Grand Rapids Police Department: A Strategic Review of the Department’s Staffing Final Report, pages 109-110 (2019),

<file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm>

Recommendation

- Need to participate in the Open Data Initiative and data should be publicly reported and disaggregated by race, gender, age, zip code, and offenses charged and/or arrested

Question

collaborate with the community on addressing crime.³

Recommendations

- Published directory should include supervisor's information and regular monthly townhall meetings should always have supervisors present **Supervisor information will be published; can't guarantee supervisor at community meetings due to various assignments but will attempt to do so.**
- Should use [SARA model](#) for problem-solving approach ***This was added as an action step in Safety, Obj. 1, Strat. 1.**
- Proactive strategies should be notified to the public at least a month before implementation and can only be implemented after community input and approval **This, of course, is dependent on the strategy and reason for the strategy. Often times, it won't make sense to wait 1 month before addressing a problem. Community input is a possibility depending on the issue, but community approval is not realistic (how would this even be defined?)**

Question

- Do proactive strategies involve utilizing the broken windows approach, stop and frisk, or zero tolerance policing? **Broken windows is simply a theory that states that visible signs of crime, anti-social behavior, and civil disorder create an urban environment that encourages further crime and disorder, including serious crimes. Although we believe this theory has credibility, we don't have a strategy built around it. We certainly use our code enforcement officers and other city resources to address broken window issues to ensure our neighborhoods remain safe and enjoyable. In regard to stop and frisk, we have legal-based policies governing when officers are able to engage in "stopping" an individual. We have no zero tolerance policing strategy.**

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

Written

- **It was recommended that GRPD interweave community into policing activities, tactics, and strategies;⁴ be more proactive in strategizing calls for service rather than reactive;⁵ use problem-oriented policing to collaborate with the community on addressing crime;⁶ and reassess the deployment of sworn officers in different scenarios where an armed presence/response is not necessary.⁷**

Recommendation

- Need to participate in the Open Data Initiative and data should be publicly reported and disaggregated by race, gender, age, zip code, and offenses charged and/or arrested

Question

[ent%20\(1\).pdf](#) and City of Grand Rapids Strategic Plan, page 30 (2020),

<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

³Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, pages 11-12 (2018),

https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf and City of Grand Rapids Strategic Plan, page 30 (2020),

<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>, pages

⁴Community and Police Relations 12-Point Recommendations, page 2 (2005),

[file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf), Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, pages 11-12 (2018),

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<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

⁵Grand Rapids Police Department: A Strategic Review of the Department's Staffing Final Report, pages 109-110 (2019),

[file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20(1).pdf), pages and City of Grand Rapids Strategic Plan, page 30 (2020),

<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

⁶Community and Police Relations 12-Point Recommendations, pages 11-12 (2005),

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<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

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 **This is part of our strategic plan and the City is currently researching appropriate methods to accomplish this.**
 - There should be a way for community members to provide their feedback anonymously as well
- Should use [SARA model](#) for problem-solving approach **Previously addressed**
- **Call management protocol revisions should include community members' input and approval** **As previously noted, we are creating workgroups for each objective in our plan to include call management. External stakeholders will be included in that workgroup to provide input. Community approval is not realistic as addressed above.**

0

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

Written

Recommendation

- Need to participate in the Open Data Initiative and data should be publicly reported and disaggregated by race, gender, age, zip code, and offenses charged and/or arrested

Question

It was recommended that GRPD interweave community into policing activities, tactics, and strategies;⁸ be more proactive in strategizing calls for service rather than reactive;⁹ and participate in the Police Foundation’s Open Data Initiative and publicize data on all police-civilian interactions; especially traffic stops.¹⁰

⁷Grand Rapids Police Department: A Strategic Review of the Department’s Staffing Final Report, pages 109-110 (2019),

[file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20(1).pdf), pages and City of Grand Rapids Strategic Plan, page 30 (2020),

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⁸Community and Police Relations 12-Point Recommendations, page 2 (2005),

[file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf), Grand Rapids Police

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<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

⁹Grand Rapids Police Department: A Strategic Review of the Department’s Staffing Final Report, pages 109-110 (2019),

[file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20(1).pdf), pages and City of Grand Rapids Strategic Plan, page 30 (2020),

<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

¹⁰Community and Police Relations 12-Point Recommendations, page 3 (2005),

[file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf), and Grand Rapids Police

Department 21st Century Policing Taskforce on Police Policies and Procedures, pages 11-12 (2018),

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<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

- How is the Early Intervention System (EIS) used to hold personnel accountable for department goals and objectives? **The premise of an EIS is essentially to identify an officer who is likely to engage in potentially damaging behavior before the behavior occurs. An EIS is not typically used to hold people accountable for department goals and objectives, that would be more the purpose of a performance evaluation.**

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.

Recommendation

- Need to participate in the Open Data Initiative and data should be publicly reported and disaggregated by race, gender, age, zip code, and offenses charged and/or arrested

Question Written

- **It was recommended that GRPD interweave community into policing activities, tactics, and strategies;¹¹ be more proactive in strategizing calls for service rather than reactive;¹² reassess the deployment of sworn officers in different scenarios where an armed presence/response is not necessary;¹³ and participate in the Police Foundation’s Open Data Initiative and publicize data on all police-civilian interactions; especially traffic stops.¹⁴**

¹¹Community and Police Relations 12-Point Recommendations, page 2 (2005), [file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf), Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, pages 11-12 (2018), https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf, pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

¹²Grand Rapids Police Department: A Strategic Review of the Department’s Staffing Final Report, pages 109-110 (2019),

[file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Department%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Department%20(1).pdf), pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

¹³Grand Rapids Police Department: A Strategic Review of the Department’s Staffing Final Report, pages 109-110 (2019),

[file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Department%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Department%20(1).pdf), pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

¹⁴Community and Police Relations 12-Point Recommendations, page 2 (2005),

[file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf) and Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 8 (2018), <https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613>

Recommendation

- Need to participate in the Open Data Initiative and data should be publicly reported and disaggregated by race, gender, age, zip code, and offenses charged and/or arrested

Question

- Does hot spot policing involve stop and frisk, zero tolerance policing, or broken windows approach? [Previously addressed](#)

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

Written

- **It was recommended that GRPD interweave community into policing activities, tactics, and strategies;¹⁵ be more proactive in strategizing calls for service rather than reactive;¹⁶ reassess the deployment of sworn officers in different scenarios where an armed presence/response is not necessary;¹⁷ and participate in the Police Foundation’s Open Data Initiative and publicize data on all police-civilian interactions, especially traffic stops.¹⁸**

Recommendation

[785/Final+Grand+Rapids+Report-05_17_19.pdf](#), pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

¹⁵Community and Police Relations 12-Point Recommendations, page 2 (2005)

[file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf), and Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, pages 11-12 (2018),

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<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

¹⁶Grand Rapids Police Department: A Strategic Review of the Department’s Staffing Final Report, pages 109-110 (2019),

[file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Department%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Department%20(1).pdf), pages and City of Grand Rapids Strategic Plan, page 30 (2020),

<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

¹⁷Grand Rapids Police Department: A Strategic Review of the Department’s Staffing Final Report, pages 109-110 (2019),

[file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Department%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Department%20(1).pdf), pages and City of Grand Rapids Strategic Plan, page 30 (2020),

<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

¹⁸Community and Police Relations 12-Point Recommendations, page 3 (2005),

[file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf), Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 8 (2018),

<https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613>

[785/Final+Grand+Rapids+Report-05_17_19.pdf](#), and City of Grand Rapids Strategic Plan, page 30 (2020),

<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

with the community on addressing crime;⁴⁷ reassess the deployment of sworn

- Need to participate in the Open Data Initiative and data should be publicly reported and disaggregated by race, gender, age, zip code, and offenses charged and/or arrested
*GRPD currently participates in the Open Data Initiative and we added our commitment to continue this in Engagement Obj. 2, Strat. 1.

Question

- What does tracking of disposition of identified offenders mean? This refers to the dispositions of those identified by investigators to be arrested by the Crime Reduction Team and will help evaluate the impact of the CRT. Was the CRT successful in locating and arresting the subject?

P 1

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.

Written

- **It was recommended that GRPD interweave community into policing activities, tactics, and strategies;¹⁹ be more proactive in strategizing calls for service rather than reactive;²⁰ use problem-oriented policing to collaborate with the community on addressing crime;²¹ and reassess the deployment of sworn officers in different scenarios where an armed presence/response is not necessary.²²**

¹⁹Community and Police Relations 12-Point Recommendations, page 3 (2005)

[file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf), Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, pages 11-12 (2018), https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf, pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

²⁰Grand Rapids Police Department: A Strategic Review of the Department's Staffing Final Report, pages 109-110 (2019),

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²¹Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, pages 11-12 (2018),

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with the community on addressing crime;⁴⁷ reassess the deployment of sworn

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²²Grand Rapids Police Department: A Strategic Review of the Department's Staffing Final Report, pages 109-110 (2019),

[file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Department%20\(1\).pdf](#), pages and City of Grand Rapids Strategic Plan, page 30 (2020),

Question

- How are community leaders and CURE Violence going to coordinate? **This refers to GRPD integrating community leaders in the funding of an anti-violence program not integrating them with past offenders. In the same manner, it refers to integrating past offenders with an anti-violence program not with community leaders.**

P 2

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.

Written

- **It was recommended that GRPD interweave community into policing activities, tactics, and strategies;²³ be more proactive in strategizing calls for service rather than reactive;²⁴ use problem-oriented policing to collaborate with the community on addressing crime;²⁵ reassess the deployment of sworn**

²³Community and Police Relations 12-Point Recommendations, page 2 (2005),

[file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](#), and Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, pages 11-12 (2018),

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with the community on addressing crime;⁴⁷ **reassess the deployment of sworn** [785/Final+Grand+Rapids+Report-05_17_19.pdf](#), pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

²⁴Grand Rapids Police Department: A Strategic Review of the Department's Staffing Final Report, pages 109-110 (2019),

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²⁵Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, pages 11-12 (2018),

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officers in different scenarios where an armed presence/response is not necessary;²⁶ **and participate in the Police Foundation's Open Data Initiative and publicize data on all police-civilian interactions, especially traffic stops.**²⁷

Recommendation

- Dispatchers' trainings must include: implicit bias training; cultural sensitivity training; trauma-informed care training; de-escalation training; and CIT training *Dispatchers already receive some of this training, but we agree with this recommendation and have added it to Engagement Strat. 3.
 - 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
- Need to participate in the Open Data Initiative and data should be publicly reported and disaggregated by race, gender, age, zip code, and offenses charged and/or arrested Previously addressed.

Questions

- How will dispatchers coordinate with police and non-police on different types of calls? This will need to be worked out as we develop these various new co-response teams. As an example, our current Domestic Assault Response Team (DART) is dispatched via police-issued radios.
- How does this relate to police engagement in schools and out of schools? How does what relate to engagement in/out of schools?
- How are community members involved in these protocols? What protocols?
- Related to dispatchers and response to calls, will data collection, analysis, and public reporting occur? Yes on data collection and analysis. Not sure what type of public reporting is suggested, but GRPD is fully on board with transparency in all regards.

P.13-14

with the community on addressing crime;⁴⁷ reassess the deployment of sworn
Engagement

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.

²⁶Grand Rapids Police Department: A Strategic Review of the Department’s Staffing Final Report, pages 109-110 (2019),

[file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20(1).pdf), pages and City of Grand Rapids Strategic Plan, page 30 (2020),

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²⁷Community and Police Relations 12-Point Recommendations, page 3 (2005),

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Written

- **It was recommended that GRPD interweave community into policing activities, tactics, and strategies;²⁸ be more proactive in strategizing calls for service rather than reactive;²⁹ use problem-oriented policing to collaborate with the community on addressing crime;³⁰ and reassess the deployment of sworn officers in different scenarios where an armed presence/response is not necessary.³¹**

Recommendation

- Tickets, warnings, and/or community service instead of incarceration **GRPD officers have great discretion in enforcement. We are happy to discuss this, but there are too many variables in play to offer a detailed written response.**

Question

- Can restorative justice programs prevent processing and creation of arrest, juvenile, and criminal records? **This would have to be discussed with the Prosecutor’s Office but typically restorative justice programs get initiated after a record of some sort is created. A better question might be whether that records can be eliminated post program.**

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

Strategy 1: Continue to evaluate constitutional use of Unmanned Aerial

with the community on addressing crime;⁴⁷ reassess the deployment of sworn Systems (UAS) as a first responder.

Strategy 2: Re-visit the effectiveness of gunfire detection technology.

²⁸Community and Police Relations 12-Point Recommendations, page 2 (2005), [file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf), and Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 10 (2018), https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

²⁹Grand Rapids Police Department: A Strategic Review of the Department's Staffing Final Report, pages 109-110 (2019), [file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20(1).pdf), pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

³⁰Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 8 (2018), https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf, pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

³¹Grand Rapids Police Department: A Strategic Review of the Department's Staffing Final Report, pages 109-110 (2019), [file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20(1).pdf), pages and City of Grand Rapids Strategic Plan, page 30 (2020),

Strategy 3: Develop Real Time Crime Center with access to public space video with active monitoring.

Written

- **It was recommended that GRPD interweave community into policing activities, tactics, and strategies;³² be more proactive in strategizing calls for service rather than reactive;³³ use problem-oriented policing to collaborate with the community on addressing crime;³⁴ reassess the deployment of sworn officers in different scenarios where an armed presence/response is not necessary;³⁵ and participate in the Police Foundation's Open Data Initiative and publicize data on all police-civilian interactions, especially traffic stops.³⁶**

Recommendation

- Need to participate in the Open Data Initiative and data should be publicly reported and disaggregated by race, gender, age, zip code *GRPD already participates in the Open Data Initiative and the City has committed to reporting data disaggregated by race, gender, age, and zip code where able. This was added to Engagement Obj. 2, Strat. 1

Questions

with the community on addressing crime;⁴⁷ reassess the deployment of sworn

³²Community and Police Relations 12-Point Recommendations, page 2 (2005), [file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf), and Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 11-12 (2018), https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

³³Community and Police Relations 12-Point Recommendations, pages 2-3 (2005), [file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf), Grand Rapids Police Department: A Strategic Review of the Department's Staffing Final Report, pages 109-110 (2019), [file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20(1).pdf), and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

³⁴Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 8 (2018), https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf, pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

³⁵Grand Rapids Police Department: A Strategic Review of the Department's Staffing Final Report, pages 109-110 (2019), [file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20(1).pdf), pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

³⁶Community and Police Relations 12-Point Recommendations, pages 2-3 (2005), [file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf) and Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 11-12 (2018), https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf, pages and City of Grand Rapids Strategic Plan, page 30 (2020),

- 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?

P.14-15

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.

with the community on addressing crime;⁴⁷ reassess the deployment of sworn
Written

- **It was recommended that GRPD interweave community into policing activities, tactics, and strategies;³⁷ be more proactive in strategizing calls for service rather than reactive;³⁸ use problem-oriented policing to collaborate with the community on addressing crime;³⁹ and participate in the Police Foundation’s Open Data Initiative and publicize data on all police-civilian interactions, especially accountability mechanisms like civilian complaints.⁴⁰**

³⁷ Community and Police Relations 12-Point Recommendations, page 2 (2005), [file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf) and Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 11-12 (2018), https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

³⁸ Grand Rapids Police Department: A Strategic Review of the Department’s Staffing Final Report, pages 109-110 (2019), [file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Department%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Department%20(1).pdf), pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

³⁹ Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 8 (2018), https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf, pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

⁴⁰ Community and Police Relations 12-Point Recommendations, page 3 (2005), [file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf) and Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 11-12 (2018), <https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613>

Recommendations

- Need to participate in the Open Data Initiative and data should be publicly reported and disaggregated by race, gender, age, and zip code **Addressed above**
- Citizen Oversight Panel for Supervisors **Not sure what this means**
- Monthly town hall meetings in each neighborhood **The current plan calls for regularly scheduled community meetings (Engagement Obj. 1, Strat. 1). Monthly may be too often for some neighborhoods and not often enough for others.**
 - Supervisors must be in attendance and solicit feedback from community members on policing strategies, tactics, activities, and personnel **GRPD will attempt to have supervisors attend along with beat officers, but this is difficult to guarantee due to their additional duties and oversight of an entire service area(s).**
- 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** **GRPD training exceeds national standards in most regards and we will continue to be a national leader**

with the community on addressing crime;⁴⁷ reassess the deployment of sworn in this area. We have used scenario-based training and role playing for over at least 25 years. We are open to discussion to have community input in such training.

- Discussions must encourage candor, respect, and learning
- These trainings should be done in conjunction with and not incorporated into the Citizen and Youth Academies

P.15-16

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.

Written

- **It was recommended that GRPD interweave community into policing activities, tactics, and strategies;⁴¹ be more proactive in strategizing calls for service rather than reactive;⁴² use problem-oriented policing to collaborate**

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⁴¹Community and Police Relations 12-Point Recommendations, page 2 (2005),

[file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf) and Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 11-12 (2018),

https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf, pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

⁴²Grand Rapids Police Department: A Strategic Review of the Department’s Staffing Final Report, pages 109-110 (2019),

[file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Department%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Department%20(1).pdf), pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

Foundation’s Open Data Initiative and publicize data on all police-civilian interactions, especially community engagement.⁴⁴

Recommendations

- Need to participate in the Open Data Initiative and data should be publicly reported and disaggregated by race, gender, age, zip code **Previously addressed**
- 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 **Yes**

with the community on addressing crime;⁴⁷ reassess the deployment of sworn

- 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 **AS previously noted, the city is researching survey platforms and will use as many mediums as possible to reach all segments of the community.**

Questions

- How will community surveys be publicized and distributed? **GRPD is committed to transparency. As noted above, the City is currently researching survey platforms so this may depend on the platform selected.**
- How does the community survey connect to the early intervention system (EIS)? **It likely won't but until a vendor/platform is selected we can't answer this.**

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.

Written

- **It was recommended that GRPD interweave community into policing activities, tactics, and strategies;⁴⁵ be more proactive in strategizing calls for service rather than reactive;⁴⁶ use problem-oriented policing to collaborate**

⁴³Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 8 (2018), https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf, pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

⁴⁴Community and Police Relations 12-Point Recommendations, pages 2-3 (2005), [file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf) and Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 8 (2018), https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf, pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

⁴⁵Community and Police Relations 12-Point Recommendations, page 2 (2005), [file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf) and Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 11-12 (2018), https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf, pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

⁴⁶Grand Rapids Police Department: A Strategic Review of the Department's Staffing Final Report, pages 109-110 (2019), <file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm>

officers in different scenarios where an armed presence/response is not necessary;⁴⁸ and participate in the Police Foundation's Open Data Initiative and publicize data on all police-civilian interactions.⁴⁹

**with the community on addressing crime;⁴⁷ reassess the deployment of sworn
Recommendations**

- Powers and Responsibilities
- Coordination
 - Police
 - Local government
 - Community
 - Media/Press

Questions

- Does PCAT have access to hard copies and electronic copies of information? **Depends on the information.**
- What does a formal advisory structure look like? **PCAT is actually working through this now and attempting to develop such structure.**

P.16-17

Strategy 4: Reimagine Police Chief’s Youth Advisory Board.

Written

- **It was recommended that GRPD interweave community into policing activities, tactics, and strategies;⁵⁰ be more proactive in strategizing calls for**

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<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

⁴⁷Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 11-12 (2018),
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<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

⁴⁸Grand Rapids Police Department: A Strategic Review of the Department’s Staffing Final Report, pages 109-110 (2019),
[file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/Deployent%20Study%20results%20Grand%20Rapids%20Police%20Departm ent%20(1).pdf), pages and City of Grand Rapids Strategic Plan, page 30 (2020),
<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

⁴⁹Community and Police Relations 12-Point Recommendations, page 2 (2005),
[file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf), pages and Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, pages 10-12 (2018),
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<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

⁵⁰Community and Police Relations 12-Point Recommendations, page 2 (2005),
[file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf) and Grand Rapids

with the community on addressing crime;⁵² reassess the deployment of sworn officers in different scenarios where an

presence/response is not necessary,⁵³ and participate in the Police Foundation's Open Data Initiative and publicize data on all police-civilian interactions.⁵⁴

Recommendations

- Powers and Responsibilities
- Coordination
 - Police
 - Local government
 - Community
 - Media/Press

Questions

- What are the powers and responsibilities of the Police Chief's Youth Advisory Board? **The board will have no powers...it will be very similar to PCAT in that it is an advisory group. Part of the strategic plan is to reimagine this group so responsibilities have not been developed yet.**
- Will board members be elected or appointed? **It is yet to be determined how the members will be selected**
- Will this board have a formal advisory structure similar to PCAT? **This has yet to be determined.**

Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 11-12 (2018),

<https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613>

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<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.⁵¹Grand Rapids Police Department: A Strategic Review of the Department's Staffing Final Report, pages 109-110 (2019),

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<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

⁵²Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 8 (2018),

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<file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.⁵³Grand Rapids Police Department: A Strategic Review of the Department's Staffing Final Report, pages 109-110 (2019),

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⁵⁴Community and Police Relations 12-Point Recommendations, page 2 (2005),

[file:///C:/Users/CTM%20II/Downloads/12%20Point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20Point%20plan%205-8-18%20(1).pdf),

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[785/Final+Grand+Rapids+Report-05_17_19.pdf](#), pages and City of Grand Rapids Strategic Plan,

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.

Written

- **It was recommended that GRPD interweave community into policing activities, tactics, and strategies;⁵⁵ be more proactive in strategizing calls for service rather than reactive;⁵⁶ use problem-oriented policing to collaborate with the community on addressing crime;⁵⁷ and reassess the deployment of sworn officers in different scenarios where an armed presence/response is not necessary.⁵⁸**

Recommendations

⁵⁵Community and Police Relations 12-Point Recommendations, page 2 (2005), [file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf) and Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 11-12 (2018),

- https://static1.squarespace.com/static/5ad62e3aec4eb7c4b00e03a0/t/5ce3ea8031b41400017a56ad/1558440613785/Final+Grand+Rapids+Report-05_17_19.pdf, pages and City of Grand Rapids Strategic Plan, page 30 (2020), <file:///C:/Users/CTM%20II/Desktop/MSS/Grand%20Rapids,%20MI/City-of-Grand-Rapids-Strategic-Plan.pdf>.

⁵⁶Community and Police Relations 12-Point Recommendations, page 3 (2005), [file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20\(1\).pdf](file:///C:/Users/CTM%20II/Downloads/12%20point%20plan%205-8-18%20(1).pdf), Grand Rapids Police Department 21st Century Policing Taskforce on Police Policies and Procedures, page 11-12 (2018), Grand Rapids Police Department: A Strategic Review of the Department’s Staffing Final Report, pages 109-110 (2019),

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Taskforce on Police Policies and Procedures, page 8 (2018),

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⁵⁸Grand Rapids Police Department: A Strategic Review of the Department’s Staffing Final Report, pages 109-110 (2019),

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- New recruit trainin

g 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 [Previously addressed above](#)

- Discussions must encourage candor, respect, and learning
- New recruits should undergo a psychological evaluation according to the [M](#)

[Multiphasic Personality Inventory-2 \(MMPI-2\)](#) to determine probationary period ranging from 1 year to 3 years [It is a state mandate that all police officers receive a psychological evaluation prior to certification.](#)

- 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 [This is unrealistic for a variety of reasons for which we can discuss.](#)
- In officer-involved critical incidents where lethal force or less lethal force was used, involved in-service rank-and-file officers and supervisors should without delay 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 [GRPD has policies in place regarding fitness for duty examinations and alcohol/drug screening.](#)

Questions

- Will there be community involvement in GRPD's hiring and retention and promotion panels? [There already is. Human Resources includes a community member on recruit hiring oral board panels. The promotion testing process is run by an outside consultant and includes written, verbal, and role-playing segments judged by higher ranking personnel brought in by the consultant from across the nation.](#)
- What's the community involvement in establishing criteria for GRPD's hiring and retention and promotion? [The 21CP Policy Review Taskforce specifically reviewed the hiring process and criteria. This group was made up of GRPD personnel, community members, and consultants.](#)
- What's the community involvement in new recruits training? [Recruits receive a variety of training, some from individuals outside the department that are experts in their field, for example mental health training.](#)