



# ~~Draft~~ Strategic Plan FY 2021 – 2023

~~August 7~~ September 28, 2020

### Letter from Mark Washington, City Manager

It has been an incredibly challenging 2020 for our community due to COVID-19, local and national social justice issues, demonstrations, and rising crime. Our officers have filled 24-hour shifts and long work weeks, sometimes working 10-14 days in a row. While law enforcement is being scrutinized nationally and locally, our officers continue to professionally do their job but have become the object of professional criticism based on the actions of those who do not uphold the same standards.

The COVID-19 pandemic has fully revealed something we've known for some time. It has laid bare the disparities that persist for people of color in the 21<sup>st</sup> Century. Black and Latinx residents across the country have been disproportionately impacted by the virus. This can be traced back to a history of disinvestment in Black and Brown communities, where limited access to health services, healthy food and clean air have led to disparate health outcomes beyond the current crisis.

So, when images of George Floyd's murder at the hands of police officers came to light, it rightfully added to the discussion of disparate life-or-death outcomes that people of color face in our country. The anger and frustration over this history and a lack of progress spilled into the streets, and people of all backgrounds have demanded change. And justifiably so. The murder in Louisville of our own Breonna Taylor, brought these concerns directly home. Across the country, and here, we must do better.

This conversation isn't new in Grand Rapids. In fact, it's why we explicitly called out equity as the foundation of the City's Strategic Plan we adopted last year. It's why we created an Equity and Engagement Office and why we now have a Director of Oversight and Public Accountability. We've invested more in community policing, expanding community policing to evening shifts, and we've invested in body-worn cameras for our police officers. We've updated our policy on interactions with foreign nationals, adopted a human rights ordinance, increased protections against false crime reporting, created an open data portal and published our police policies online. And we did all of this before the most recent calls for change. We're committed to systemic changes in policing, accountability and justice.

That is further reflected in new commitments we've made to the community and to the City Commission. This includes being explicit about changes to our Use of Force Policy, requiring officers to intervene to stop excessive force and formalizing community advisory roles for the Police Chief and Office of Oversight and Public Accountability. We've heard the concerns of our community. We've incorporated those concerns into what we are doing now and those actions we intend to take to improve policing and address systemic and institutional racism.

The recent calls to immediately reduce and redirect police funding nationwide reflect a frustration with the lack of change and pace of progress in some cities. I do believe that the steps we've taken over the past year are a reflection that Grand Rapids is committed to real and immediate change. Any discussions about funding should be thoughtful and deliberate and lead toward our goal of a city where all people feel safe and are safe at all times throughout our community. The Grand Rapids Police Department has thoughtfully developed a strategic plan for public safety that does just that and can be an example for the nation.

Police and community are not mutually exclusive. They are symbiotic. The Police need the community and the community need Police. It is past time for the relationship to be re-examined so that we can address the historical, institutionalized problems that have created systemic oppression for people of color, the poor and other affected groups in this country for decades and indeed centuries. This strategic plan is a roadmap to improving that relationship here in Grand Rapids.

The department has taken into consideration a variety of feedback from the 21<sup>st</sup> Century Policy and Police Task Force, town halls, demonstrations, SAFE Task Force, Lamberth Traffic Stop Study, deployment study, 12-Point Plan, Police Chief's Advisory Team, Oversight Office, Public Safety Committee, national conversations, local community organizations, City Commission, citizen communications and more.

They have internalized the discussions with command staff, officers and union leadership and those discussions have challenged the psyche of the department in many ways.

All this has caused us to ask the following questions:

1. How might we ensure all people feel safe and are safe at all times?
2. How might we better partner and build trust with our community?
3. How might we better prevent crime and reduce gun violence?
4. How might we improve our service to the community where every employee is driven to meet the needs of every Grand Rapiidian?
5. How might we better acknowledge the inequities experienced by people that have been disproportionately impacted by policing practices and the criminal justice system?
6. How do we better support officers who always do their job with integrity?
7. How might we demonstrate better accountability and transparency and take responsibility for our actions?
8. How might we foster a culture of innovation and continuous improvement in policing?
9. How might we use more de-escalation strategies?
10. How might we more effectively engage our community?

The answers to these questions are addressed in this strategic plan, which includes a new vision, values, strategies and metrics that will result in achievable and sustainable outcomes.

Grand Rapids is an amazing place to live and work. It's an honor to be your City Manager and to serve with our community's Police Officers. The men and women of the Grand Rapids Police Department bravely and courageously served this community during these challenging times. I am confident they will help operationalize and implement this plan and with your help, will set a new standard for our country on how policing is done professionally and with the community.

Mark Washington

City Manager

### Letter from Eric Payne, Chief of Police

I am excited to present our Police Department's Strategic ~~Operational~~ Plan for ~~FY 2021~~2023~~4~~. Your safety is our highest priority and, with this document as our guide, we will work together to ensure all people feel safe and are safe in this city.

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

This plan is the product of self-evaluation, study, introspection and ~~incremental~~ steady change that has been in motion for more than five years within our Police Department. We have incorporated important guidance from the Hillard-Hientze Staffing and Deployment Study, 21<sup>st</sup> Century Task Force Report, the SAFE Alliance Task Force, Office of Oversight and Public Accountability, Lamberth Traffic Stop Study and the 12-~~p~~Point Plan. The plan~~It~~ reflects not only the hard work of our Police personnel, but that of several other City departments and – most importantly – voices from our community. From this collaborative process, we identified three primary ~~goals~~strategies: safety, innovation and engagement.

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

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

Thank you to our dedicated Police personnel for their continued commitment to providing exemplary service to our community. Thank you to our community for your support of public safety. [And, thank you for helping to improve this plan.](#) We look forward to working together to accomplish the goals and objectives of our Strategic Plan.

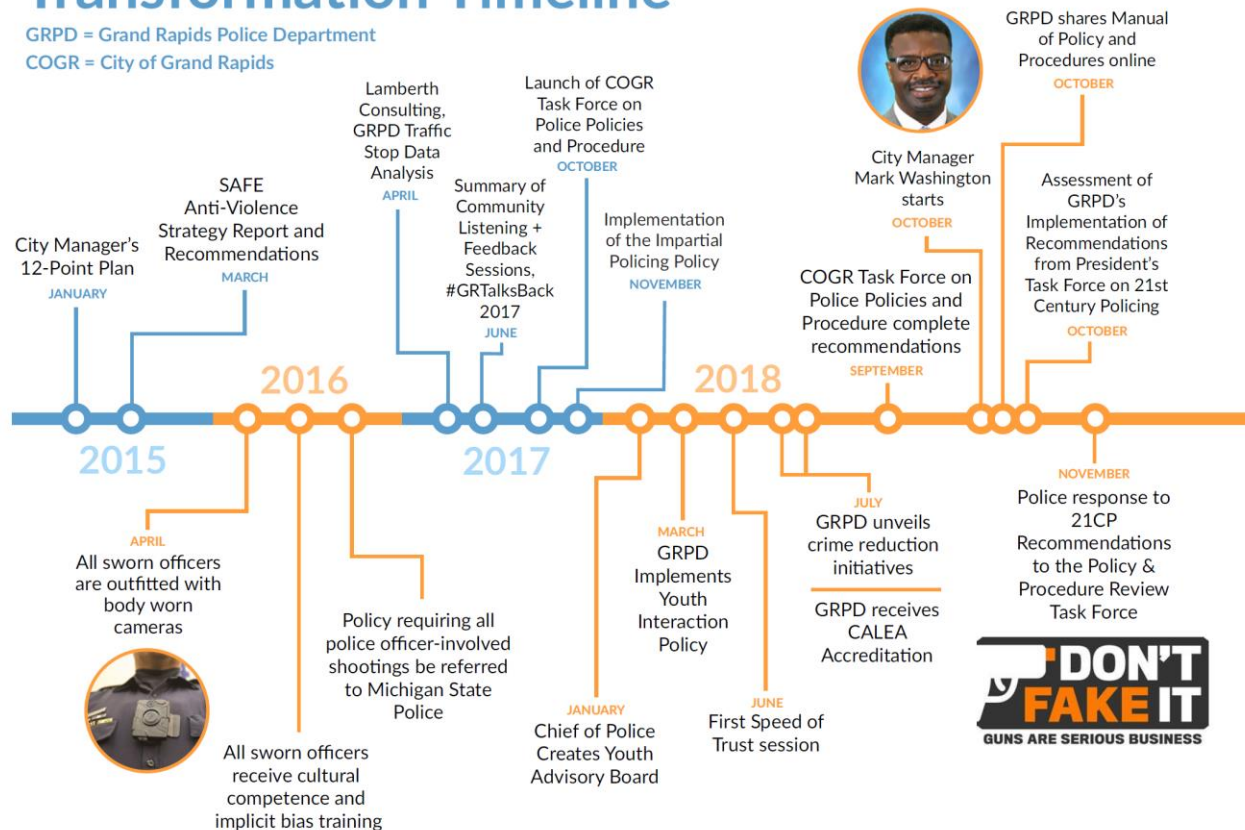
[Eric Payne](#)

[Chief of Police](#)

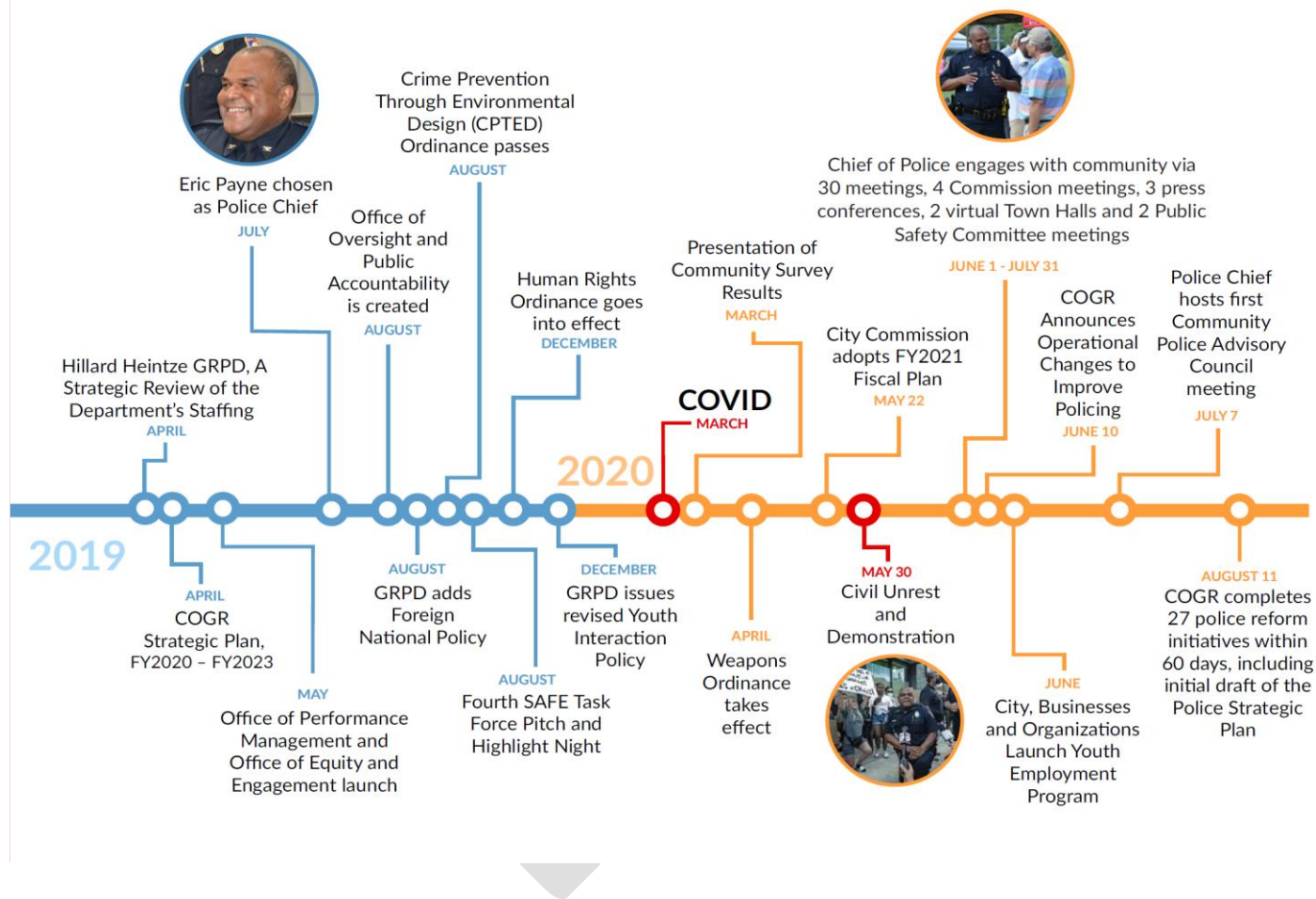
# Transformation Timeline

GRPD = Grand Rapids Police Department

COGR = City of Grand Rapids



Commented [SA1]: See updated timeline in final plan



**Commented [SA2]:** See updated timeline in the final plan



## Stakeholders: Multilayered. Multifaceted. Diverse. Important



### Boards, Committees, Councils

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

### 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
- 21<sup>st</sup> Century Policing
- Lamberth Consulting
- Public Sector Search
- CALEA Accreditation
- MI Association of Chiefs of Police Accreditation

**Commented [SA3]:** Added Neighborhood Associations under Community box in final plan

# WeHearYou

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

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

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

## #GR Talks Back Community Sessions (2017)

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

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

## Police Chief Recruiting Search (2019)

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

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

## June Town Halls and July 21 Commission Meetings (2020)

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

**Commented [SA4]:** Added 5<sup>th</sup> section on LINC UP/UCC/NAACP GRPD Strategic Plan Assessment (2020).

Updated the introductory paragraph. See the final plan.

LINC UP/UCC/NAACP GRPD Strategic Plan Assessment (2020)

- Participate in the Open Data Initiative
- Educate/Engage Community on How GRPD services are supplied/enforced
- Require “Cultural Competency”/ Implicit Bias Training for officers and dispatchers
- Implement Problem-Oriented Policing
- Expand Traffic Stop Data Collection
- Solicit Community Feedback on Non-Enforcement Activities
- Include explicit language detailing how GRPD will implement the changes requested by community and recommended in prior studies
- Acknowledge in the plan that GRPD is an active participant in perpetuating systemic racism in Grand Rapids
- Place more decision-making authority in the hands of the community that has been victimized by racist practices

### **Highest Priority Feedback**

- Increase youth outreach and recruitment (Eng. Obj. 1 Str. 2, Obj. 2, Str. 5, Obj. 3 Str. 1)
- Prioritize community policing and relationship building via positive interactions to rebuild trust (Saf. Obj. 1, Str. 1 & 2)
- Partner with crisis intervention, mental health, housing and healthcare specialists to decrease the number of calls for service for patrol officers working in neighborhoods. (Inn. Obj. 1, Str. 1-3)
- Understand cultural differences and continue to train new officers and veteran officers on cultural competency. (Eng. Obj. 3, Str. 3)
- Acknowledge implicit bias, continue annual mandatory trainings on implicit bias and stay up to date on the latest training trends (Eng. Obj. 3, Str. 3)
- Increase diversity of department (race, ethnicity, residency and background) (Eng. Obj. 3, Str. 1)
- Ensure full transparency and accountability (Eng. Obj. 2, Str. 1-3)
- Focus on de-escalation tactics and continue to incorporate de-escalation training in all police department use of force training (Eng. Obj. 3, Str. 3)
- Invest in crime prevention and reduce violent acts (Saf. Obj. 2 and 3, all Str.)
- Educate, engage and communicate on how GRPD services are supplied and enforced and explain how community can be involved (Eng. Obj. 1, Str. 1-2)
- Increase efficiency around other processes to allow for more community policing strategies and reduce costs (Saf. Obj. 1, Str. 1)
- Host meetings with community around increased sustained enforcement efforts in specific areas (Saf. Obj. 1, Str. 1)
- Enhance data collection and transparency. (Eng. Obj. 2, Str. 1)
- Solicit Community Feedback on Non-Enforcement Activities (Eng. Obj 1, Str. 1)
- Include explicit language detailing how GRPD will implement the changes requested by community and recommended in prior studies (Eng. Obj. 2, Str. 3)

### Current State

Org chart added to final plan

### Recent Stats

- 63% of residents rated their overall feeling of safety in Grand Rapids as excellent or good (46% for Black/African American and 49% for Latinx respondents)
- 297 authorized sworn officers for FY2021
- 84% of beats covered 24/7/365 Jan. – Mar. 2020
- 11% of police employees and 17% of new hires were Black/Indigenous/People of Color (BIPOC) in FY2020 (41% of residents were BIPOC in 2010)
- 10.67% turnover rate for police personnel, the highest in 5 years
- 29,000 mandatory and elective training hours completed in 2019
- 269 community events Police participated in during 2019
- 80.29 total Part I and Part II crimes committed per 1,000 residents in 2019 (4% reduction from 2018)
- 871 gunfire incidents reported to 911 in 2019, a 28% increase over 2018 and the highest in 5 years
- 37.4% of general fund for adjusted police budget in FY2021 (\$55.0 million adjusted budget, 79.7% for personnel; general fund portion reduced from 38.6%)

## **Awards and Recognitions**

### **Grand Rapids Police Department**

#### **Commission on the Accreditation of Law Enforcement Agencies (CALEA) Accreditation (July 2018, July 2019, July 2020)**

Law enforcement accreditation focuses on standards that provide best practices related to life, health and safety procedures for the agency. These standards are considered foundational for contemporary law enforcement agencies. The program provides the framework for addressing high risk issues, managing critical incidents and ensures officers are prepared to meet their community's service expectations.

### **Police Chief Eric Payne**

#### **NOBLE (National Organization of Black Law Enforcement Executives) (January 2020)**

Appreciation for Contributions and Dedicated Service to the people of Grand Rapids.

### **Captain Michael Maycroft**

#### **Crime Prevention Practitioner of the Year for 2019 from the Crime Prevention Association of Michigan (October 2019)**

Presented annually to honor its members and persons who have demonstrated an outstanding contribution to the citizens of Michigan in the field of crime prevention.

### **Officer Todd Wuis**

#### **Michigan FOP (Fraternal Order of Police) Officer of the Year (May 2020)**

Presented annually to a member of law enforcement for recognition of service and dedication to their community, department, the FOP and the State of Michigan.

### 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

Please find below a key for the external reports that are referenced throughout the main body of the plan.

- **12 Pt Plan:** Community and Police Relation Committee’s 12-Point Plan (January 2015)
- **SAFE:** SAFE Anti-Violence Strategy Report and Recommendations (March 2015)
- **TFPPP:** City of Grand Rapids Task Force on Police Policies and Procedure Recommendations (September 2018)
- **21CP:** Assessment of GRPD’s Implementation of Recommendations from President’s Task Force on 21<sup>st</sup> Century Policing (October 2018)
- **Deployment Study:** Hillard Heintze, GRPD, A Strategic Review of the Department’s Staffing (April 2019)
- **COGR SP:** City of Grand Rapids Strategic Plan FY2020 – FY2023

### Plan Process

Chief Payne began work creating a new strategic plan shortly after he was appointed Chief in July 2019. The overarching principles and goals of that plan were to review the department's structure, develop a new policing strategy, implement technology efficiencies, and improve communication. Workgroups had just begun working on developing the strategies and action steps when COVID-19 significantly disrupted our work in mid-March.

Our priority became responding to the COVID-19 health crisis to ensure our community and employees were safe. In June, we began investing significant resources and personnel into responding to the May 30 civil unrest and our community's calls for reform. Both COVID-19 and calls for police reform caused us to pivot our objectives and goals for a strategic plan. In early July, we created a cross-disciplinary team of police personnel, representatives from the City's Executive Office, an outside consultant from Public Sector Search and Consulting, the City's Sustainability and Performance Management Officer and one of our Fire Department's continuous improvement experts to work collaboratively to build trust by creating a department strategic plan that was responsive to our community's desires and aligned to the City's Strategic Plan.

In addition, between June 1 and August 11, Chief Payne received feedback on what should be included in the department's strategic plan through 30 meetings with the community, four Commission meetings, three press conferences, 2 virtual town halls and two Public Safety Committee meetings. The Chief also discussed the plan with his newly formed Police Chief's Advisory Team several times before the draft plan was completed.

We presented our draft Strategic Plan to the City Manager and City Commission on August 11, 2020. Since that time, the Chief and his executive team worked to solicit feedback on the draft plan in a variety of ways, including:

- Presenting the draft plan at the City Commission Committee of the Whole meeting on August 11 and listening to public comments made during the evening City Commission meeting
- Participating in 3 meetings with community members and a separate meeting with representatives from Linc Up, Urban Core Collective and NAACP of Grand Rapids



- Weekly meetings with the City Manager and his Executive Team
- Hosting a Virtual Town Hall with Chief Payne
- Providing updates and soliciting feedback from police personnel during 9 different employee shift meetings
- Soliciting feedback via an electronically available survey
- Reviewing Director Davis of the City's Office of Oversight and Public Accountability's Draft Independent Comprehensive Status Report on Police Studies and Recommendations
- Meeting with the Police Chief's Advisory Team four times, the City's Community Relations Committee twice and the SAFE Task Force once

Police Department staff had the opportunity to review and provide feedback on the draft strategic plan at 9 different meetings that were scheduled in conjunction with employees' shifts. Personnel were able to provide verbal feedback during these sessions and were asked to provide any additional feedback via email. Additionally, employees had the opportunity to provide anonymous feedback via the community survey on the City website. The vast majority of feedback received internally was focused on implementation of the plan versus the content of the plan itself. All employees will have the opportunity to participate in workgroups associated with each objective as we implement the plan.

To view all of the written or recorded feedback received on our draft Strategic Plan, please check out [grandrapidsmi.gov/GRPDStrategicPlan](http://grandrapidsmi.gov/GRPDStrategicPlan). We sincerely value all of the feedback that has been submitted on our plan. While it is not possible for us to take action in response to all requests, we hope that you feel that we have made authentic efforts to balance the feedback we received and incorporated. We did this by leading with our values to achieve our vision by protecting life and property, preventing crime, and ensuring all people feel safe and are safe at all times throughout the community.

As with the City's Strategic Plan, this plan is intended to be a living breathing document. We are working to reimagine policing by implementing some significant changes now as most of these changes can be done within our

existing budget. However, some of this work is transformational and will take time. We will continue to be open to feedback and we will ourselves be learning throughout the implementation phase. We recognize and acknowledge that updates will need to be made and we commit to being transparent about our learnings and forthcoming updates.

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### **Values**

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

### **Vision Statement**

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

### **Mission Statement**

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

## **Priorities**

### **Safety**

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

### **Innovation**

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

### **Engagement**

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

~~*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.*

**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 ~~n~~Neighborhood-B~~h~~ased P~~p~~olicing 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. [\(COGR SP\)](#)
  - **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. [\(TFPPP/21CP/Deployment Study\)](#)
    - Incorporate expectations and accountability measures [into performance evaluations](#) to ensure beat officers identify, coordinate and collaborate with GRPD Crime Prevention and neighborhood stakeholders on crime prevention strategies, [Crime Prevention Through Environmental Design \(CPTED\)](#) and improved communication. [\(TFPPP/21CP/Deployment Study\)](#)
    - Publish a directory of beat officers that includes beat assignments, ~~schedules~~ and their contact ~~information through multiple mediums, i.e. via~~ apps, websites, and personal contacts.
    - Ensure [beat](#) officers understand that successful outcomes and solutions through problem-oriented policing will be their primary objective.
    - [Use the Scan Analyze Respond Assess \(SARA\) model for problem solving efforts.](#)
    - Ensure beat officers communicate with neighborhoods, [as far in advance as possible](#), prior to the deployment of proactive strategies that increase police presence in neighborhoods. [\(TFPPP/21CP\)](#)
- **Strategy 2:** Increase [beat](#) officers' unallocated time so they can actively engage in their neighborhood. [\(Deployment Study\)](#)
  - **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 Computer-Aided Dispatch (CAD) to prioritize beat officers responding to calls in their assigned beats.
- ~~Provide~~ Create measurable outcomes to evaluate performance for non-enforcement activity in partnership with community.
- **Strategy 3:** Maximize the use of data to provide timely and accurate intelligence. (21CP)
  - **Action Steps:**
    - ~~Provide~~ Ensure analysts are presenting beat level intelligence and crime data to beat officers weekly-regularly.
    - Use Service Referrals to ensure beat officers are working on identified problems that are complaint driven.
    - Use activity data from Service Referrals to hold personnel accountable for department goals and objectives.

#### **Draft Metrics:**

- ~~Response time to high priority calls for service within each beat/service area.~~ % of police responses to in-progress (priority 0-3) calls for service within 8 minutes and 30 seconds
- ~~# of Repeat calls for service to a specific location within an identified specific time frame (dependent on call type) for similar problems/complaints.~~
- ~~Number of geographic beats filled on each shift~~ % of beats covered 24/7/365 broken down by shift and geography
- ~~# of actions taken in response to specific Activity Data from Service Referrals~~
- ~~Citizen sentiment, regarding safety and trust, from community surveys.~~ % of residents rating their overall feeling of safety in Grand Rapids as excellent or good as measured by the Community Survey
- ~~Number # of calls, broken down by type and location, no longer sending a sworn officer to~~
- ~~Number # and type of neighborhood-based policing activities by each beat and /officer~~
- ~~# of authorized (budgeted) police personnel broken down by specialty/division/beat, race, ethnicity and gender-identity~~
- —

**Objective 2** ~~Through restructuring of existing specialty units, e~~ Create a Crime Reduction Team, via internal departmental restructuring, 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:**

- Justify ~~Identify~~ need and locations for any hot spot policing strategies via complaints, observations and data.
- Create strategies to reduce concentrated crime.
- Track and publicly report on data related to hot spot policing to appropriately evaluate impact.
- ~~Explore implementation of a continuous improvement approach to policing that identifies objectives and key results for units under Operations and ensures shared responsibility for success, particularly around community engagement and community policing.~~

- **Strategy 2:** Strategically and surgically arrest criminal offenders for violent/serious crimes based on investigative data.
  - **Action Steps:**
    - Ensure coordination between investigators, crime analysts and Crime Reduction Team.
    - Evaluate impact via tracking of ~~disposition of identified targeted suspected~~ offenders and eventual dispositionarrestees.

#### **Draft Metrics:**

- # of Arrests made by Crime Reduction Team based on identification of the ~~related to identified targeted~~ offenders
- # of areas requiring hot spot policing broken down by location and number of hot spot policing activities
- ~~Increased community trust~~
- ~~Crime reduction~~

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

- **Strategy 1:** Create and ~~Identify~~ funding for a violence reduction initiative where collaborative approach that integrates community leaders, and past offenders and officers collaborate (i.e., in violence reduction strategies such as Cure Violence or similar program).
  - **Action Steps:**
    - Identify stakeholders to evaluate different available options and recommend an approachdevelop an implementation plan.
    - ~~In partnership with community, Determine select the~~ most appropriate violence reduction model for Grand Rapids.

- Work collaboratively with partners within the City and the community to identify and secure sustainable funding for a violence reduction program.
  - In partnership with community, develop a violence reduction plan, including an implementation framework, based on the selected model.
  - Create a method for tracking accountability and outcomes based on the violence reduction plan.
- **Strategy 2:** Partner with the SAFE Task fforce to explore implementing police related recommendations.
    - **Action Steps:**
      - Explore a gun buy-back program. (SAFE)
      - Identify other recommendations for implementation and develop a plan to execute.



#### Draft Metrics:

- ~~# of Part I and II index crime rates per 1,000 residents by service areas~~~~Crime rate/statistics~~
- ~~# of crimes per 1,000 residents by service area (i.e., gunfire, murder, aggravated assault, etc.)~~
- ~~Number #~~ of SAFE Taskforce recommendations implemented

#### Innovation

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

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

- **Strategy 1:** Expand the Homeless Outreach Team (HOT). ~~(Deployment Study)~~
  - **Action Steps:**
    - Increase number of police officers assigned to ensure adequate coverage.
    - Work ~~with Network 180, via the recently approved contract, and other partners~~ to integrate permanent behavioral health professionals in-to the team.
    - ~~Determine appropriate types of calls for co-response based on team safety.~~
    - Identify and provide appropriate training for team members.
    - ~~and p~~Pilot alternative response strategies.
- **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. ~~(Deployment Study)~~
  - **Action Steps:**
    - ~~Determine appropriate types of calls for co-responders based on team safety.~~
    - Identify necessary ~~components of team participants.~~
    - Provide necessary training, such as Crisis Intervention Training (CIT), to ensure focus is on de-escalation, wellness and health response.
    - ~~Determine appropriate types of calls for co-responders based on team safety and p~~Pilot alternative response strategies.

- **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. but support and more in line with quality of life issues. [\(Deployment Study\)](#)
  - **Action Steps:**
    - Identify appropriate types of calls for team assistance.
    - Determine method of assistance, i.e. on-scene response, post-call follow-up, etc.
    - Create and launch the Community Assistance Team.
    - Identify and provide appropriate training for team members.
    - Pilot alternative response strategies.
- **Strategy 4:** ~~Collaborate with Mobile GR to transition parking enforcement to~~ Transition parking enforcement to Mobile GR, Parking Services and Traffic Safety non-sworn city employees outside of the Police Department. [\(Deployment Study\)](#)
  - **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.
    - Partner with Mobile GR, Parking Services and Traffic Safety to transition parking enforcement duties.

#### Draft Metrics:

- # of officers trained and assigned to serve on specialty teams
- # of hours of training received for specialty teams
- # of specialty teams calls for service and hours in response time broken down by police personnel and partners
- # of individuals served by specialty teams
- # of types of calls identified as appropriate assignments for specialty teams
- # of personnel trained in Crisis Intervention Training
- ~~Data from specialty teams created for co-response to specific calls for service.~~
- # of complaints requiring police response eliminated ~~Beat officer time made available by from~~ transitioning parking enforcement to Mobile GR, Parking Services and Traffic Safety thus increasing time for beat officers to address other neighborhood issues.

**Objective 2** - Partner with Kent County Prosecutor's Office and the City's Office of Oversight and Public Accountability to coordinate victim advocacy and restorative justice programs. ~~(FY21/FY22)~~

- **Strategy 1:** Collaborate with stakeholders to develop and implement recommendations for increased involvement by the Police Department in ~~the~~ restorative justice programs.
  - **Action Steps**
    - Assign Police Department Victim Advocate to coordinate or participate in an existing stakeholder group, including at least the Kent County Prosecutor's Office, the City's Office of Oversight and Public Accountability and other community groups or organizations, focused on restorative justice.
    - Identify specific strategies the Police Department can implement internally and support externally and develop a plan for implementing those strategies.

**Draft Metrics:**

- Number # of referrals by the Police Department to the restorative justice programs.
- # of Police personnel hours spent participating in restorative justice work

**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 a variety of community meetings, at least one in each Ward, to educate the community on the use of UAS and seek input ~~and educate the community.~~
    - If UAS are approved and funded, initiate a pilot program and evaluate outcomes, including community sentiment on the use of UAS.
    - Identify potential sustainable longer term funding sources for the technology and personnel needed ~~based on efficacy of results~~ via private/public partnerships.

- **Strategy 2:** Re-visit the effectiveness of gunfire detection technology (i.e., Shot Spotter).
  - **Action Steps:**
    - Hold a variety of community meetings, at least one in each Ward, to educate the community on the use of gunfire detection technology and seek input ~~and educate the community~~.
    - Identify potential sustainable funding sources for the technology as well as the personnel needed to administer the technology via private/public partnerships.
- **Strategy 3:** Develop a Real Time Crime Center with access to public space video with active monitoring.
  - **Action Steps:**
    - Determine mission and staffing requirements.
    - Identify potential funding sources for the center as well as the personnel needed to operate the center via private/public partnerships.

#### **Draft Metrics:**

- ~~Data from any of these programs should they be implemented.~~ # of hours of education and community engagement conducted on each of the three technologies broken down by Ward
- \$ and % of total cost of each of the three technologies funded outside of the City's budget

### **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)~~ (21CP/Deployment Study)**

- **Strategy 1:** Enhance communication with residents, businesses and visitors and increase and diversify pathways for residents and stakeholders to submit feedback utilizing multiple mediums for two-way communication including regularly scheduled neighborhood meetings and events, engagement events with other community stakeholders and residents, social/traditional media, and website/apps.
  - **Action Steps:**

- Hire a non-sworn Public Information Officer (PIO).
  - Collaborate with the community, Office of Communications, Office of Oversight and Public Accountability, and Office of Equity and Engagement 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 greater transparency related to neighborhood calls for service while still protecting the privacy of those involved.
  - Hire a non-sworn Director of Administrative Services (formally called Chief of Staff) Measure and analyze which forms of communication are most effective for community.
- **Strategy 2:** Better educate the community and Ceity 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 such as a Know Your Rights campaign.
    - Offer a Police 101 workshop for City Leadership and community stakeholders.
- **Strategy 3:** Ensure equitable engagement representation throughout the city.
  - **Action Steps:**
    - Partner with the Office of Equity and Engagement to Create or revise existing equity centered ~~centered~~ training and staff development for community engagement.
    - Work to ensure participants on the Police Chief's Advisory Team-, Chief's Youth Advisory Board, Citizens Police Academy, Youth Police Academy and other similar groups associated with the Police Department reflect the demographics of the city.
    - Map and publish engagement efforts.

#### Draft Metrics:

- # of Social media posts vs as compared to # of followers
- # of people participating in the Citizens Police Academy and Youth Police Academy broken down by demographics
- ~~Data from Citizen and Youth Police Academies~~

- Demographics of participants in all City-affiliated public safety boards, councils or committees
- # of community events Police participate in
- ~~Data from engagement events~~

**Objective 2** - Partner and collaborate with the Offices of Oversight and 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.
    - Identify, via community input, additional appropriate data to be included on the dashboard.
    - Ensure monthly data on crime statistics is updated at least quarterly to provide timely and frequent data and information.
    - Review data with Public Safety Committee at monthly meetings.
    - Incorporate Metrics into quarterly Police performance management reports.
    - Disaggregate all data by race, ethnicity, gender identity and geography to the extent possible.
    - Remain committed to providing data to the National Police Foundation's Police Data Initiative.
- **Strategy 2:** Utilize data regarding community sentiment through community surveys and feedback from the Office of Oversight and Accountability and other community organizations to constantly evaluate and improve police services while ensuring equity.
  - **Action Steps:**
    - Develop a process for data analysis and distribution to appropriate patrol commander.
    - Hold commanders responsible via performance measures related to survey data. Publish written responses to the Office of Oversight and Public Accountability's Draft Independent Comprehensive Status Report on Police Studies and Recommendations.
    - Provide the Office of Oversight and Public Accountability timely responses, within at least 30 days, to requests for data and information that can be shared without violating legal rules.

- Invite LINC UP, Urban Core Collective and the NAACP of Grand Rapids to meet with the Chief on at least a quarterly basis.

- **Strategy 3:** Develop a formal performance management strategy to ensure this plan is implemented, progress is measured and performance is reported publicly.

- **Action Steps:**

- Hire a non-sworn Director of Administrative Services (formally called Chief of Staff).
- Publish an implementation framework that identifies for each action step in this plan the police personnel assigned as Primary and Secondary Objective Leads, start and end dates and whether the action step can be completed within the existing budget.
- Implement a software application to collect qualitative progress updates and calculate how effectively we are implementing action steps and whether we are meeting identified deadlines.
- Train all personnel on the components of this plan, the implementation framework and performance expectations.
- Provide quarterly updates to the City Manager, Commission and public for at least the first year of this plan and at least biannually for the remainder of the years under this plan.
- Submit budget requests aligned to this plan.
- Share all performance reports publicly via our website and through other communication methods requested by community.
- Determine, in partnership with community, revisions needed to this plan after the first year of implementation.
- Discuss with bargaining units opportunities to integrate performance measures from this plan into employee evaluations.
- Explore implementation of a continuous improvement approach to policing that identifies objectives and key results for units under Operations and ensures shared responsibility for success, particularly around community engagement and community policing. (Deployment Study Rec. 1.6)

- **Strategy 43:** 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.
- Meet at least monthly



- **Strategy 54:** Reimagine Police Chief's Youth Advisory Board.
  - **Action Steps:**
    - Survey youth to determine their ideas on the structure of a Youth Advisory Board.
    - Partner with ~~-city-~~middle schools and high schools located within the city for to increase participation.

**Draft Metrics:**

- % of Freedom of Information Act (FOIA) requests denied by the City that were overturned by the court
- # of metrics included on the Police Metric Dashboard
- % of action steps completed by the identified deadline
- % of progress made on all action steps in the plan
- \$ within the Police budget that support community programs and initiatives
- % of respondents that rate the Police Department's engagement efforts as excellent or good~~Community sentiment regarding police engagement via community surveys~~
- ~~Data from Police Chief's Youth Advisory Board~~# of youth providing input on the structure of the Youth Advisory Board

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

- **Strategy 1:** Reimagine recruiting strategies with a goal of ensuring the demographics of departmental staff ~~is-~~representative of the community's demographics. (21CP)
  - **Action Steps:**
    - Use of a diverse committee of department members to provide guidance ~~in-~~on recruitment methods.
    - Collaborate with NAACP, LINC UP, Urban Core Collective, Hispanic Center, Urban League and other local organizations on recruiting strategies.
    - Enhance partnerships with schools, colleges, and universities specifically related to recruitment efforts, including how to leverage the Promise Zone-

- **Strategy 2:** Specifically recruit within Neighborhoods of Focus as part of our existing Grow Our Own strategy.
  - **Action Steps:**
    - Ensure beat officers are knowledgeable in equitable and culturally responsive recruiting strategies.
    - Focus recruiting events and efforts in Neighborhoods of Focus.
    - Partner with neighborhood and community organizations to develop recruiting strategies and events.
    - 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 on the importance of a guardian mindset while preparing them to be warriors when necessary.
    - Incorporate impartial policing and implicit bias concepts values into all departmental trainings, including training for dispatchers.
    - Finalize revisions to the Manual of Procedures, specifically on the Use of Force provisions, as it pertains to Community Feedback
    - Train all personnel on the changes to the Manual of Procedures, specifically the Use of Force provisions.
    - Establish best practices that emphasize officer wellness, including setting reasonable standards for hours scheduled on duty and overtime hours (Deployment Study Rec. 1.15)

**Draft Metrics:**

- % of people of color employed in the department as compared to % of people of color in the city~~Workforce data related to staffing.~~
- % of new hires that are people of color
- % of Police personnel that turnover
- # of recruiting hours, including recruiting hours taking place specifically within the Neighborhoods of Focus~~Traditional recruiting vs neighborhood-based recruiting data~~

- # of hours of mandatory and elective training, including equity, guardian culture and impartial policing specific training
- Training provided related to guardian culture and impartial policing
- # of complaints filed against sworn and civilian employees submitted to Internal Affairs broken down by outcome
- % of Civilian Appeal Board findings that differ from Internal Affairs Unit findings

### **Initial Implementation Timeline**

The desired outcomes of a written strategic plan cannot be achieved without successful implementation of the plan. One of our core values is accountability and we are committed to embedding a robust implementation framework in our operations that will guide how, when, where, what and with whom we will report on our progress under this plan.

Some of the key components of our implementation framework include:

- Building a comprehensive and publicly available Police Metric Dashboard – [grandrapidsmi.gov/GRPDDashboard](http://grandrapidsmi.gov/GRPDDashboard)
- Assigning police personnel as Primary and Secondary Objective Leads and holding those officers accountable for reporting on and achieving desired outcomes within those plan objectives
- Identifying a start and end date for every action step included in the plan to communicate when we believe we will be able to begin work in earnest on an initiative and when we commit to completing that work
- Hiring a civilian Public Information Officer and Director of Administrative Services
- Utilizing Envisio, a software application, to collect qualitative progress updates and calculate how effectively we are implementing action steps and whether we are meeting identified deadlines
- Training police personnel on the components of this plan, the implementation framework and performance expectations
- Providing quarterly performance updates to the City Manager, Commissioners and the public for at least one year starting in early 2021 and at least twice a year in future years
- Continuing to engage with stakeholders on the content of the plan as well as the implementation framework, including inviting LINC UP, Urban Core Collective and NAACP of Grand Rapids to quarterly meetings with the Chief
- Implementing nearly all of the plan within the existing budget for Fiscal Year 2021 and submitting future budget requests aligned to the plan
- Sharing all performance reports publicly via our website and through other communication methods

- Updating the plan as needed
- Exploring integrating performance measures from the plan into leadership and staff evaluations

You can find a copy of our draft implementation framework with assignments and start and end dates by action step at [grandrapidsmi.gov/GRPDStrategicPlan](http://grandrapidsmi.gov/GRPDStrategicPlan).

A summary of some of the key dates associated with implementation of this plan include:

- *August 11, 2020* Presented Draft Police Strategic Plan
- *August 11 – 25, 2020* Received feedback on the Draft Police Plan (community, police personnel, etc.)
- *September 2020* Train staff on changes to the Manual of Procedures
- ~~*September 29, 2020* Present final Police Strategic Plan; City will present a FY2020 Performance Management Annual update inclusive of the Police~~
- *October 2020* Hire civilian Director of Administrative Services and Public Information Officer
- *October 30, 2020* City staff will present an analysis of FY2020 budget versus actual expenditures, FY2021 mid-year financial adjustments and a FY2022 budget forecast and Commission will participate in a FY2021 reprioritization strategy and FY2022 prioritization exercise
- *December 15, 2020* City Manager will propose any mid-year budget amendments as warranted
- ~~*February 2021* City staff will provide a FY2021 mid-year Performance Management update and Police will provide its Present~~ first quarterly update under ~~the this Police~~ Strategic Plan
- *Quarterly in 2021* ~~Police will provide~~ quarterly performance updates through at least the end of calendar year 2021
- *June 30, 2023* Work under Police Strategic Plan completed

Each January, the Police Department, along with other City operating departments, submits a budget request to the City Manager. The City Manager evaluates all department budget requests and presents a preliminary fiscal plan to the City

Commission in April. The City Manager reviews the budget with City Commission and returns to the City Commission in May and requests approval for the final fiscal plan, which begins on July 1. As a part of the Police Department's budget request, the Chief will highlight the key strategies from this plan that will be advanced by the budget request. This plan is a three-year plan. We will be learning, iterating and innovating throughout this entire time period. We hope this plan helps you better understand our priorities and direction.

Find information about this plan and monitor our performance at:  
**grandrapids.gov/GRPDStrategicPlan**