

Grand Rapids Police Department Strategic Plan FY21-23 Implementation Framework (organized by start date)										
Priority Level	Objective Level			Strategy Level		Action Step				Budget
Priority	Objective	Primary Obj. Lead	Secondary Obj. Lead	Strategy	Action Step	Fiscal Year Start	Quarter Start	Fiscal Year End	Quarter End	FY21 Budget
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.1 - Expand the Homeless Outreach Team (HOT)	I1.1.1 - Increase number of police officers assigned to ensure adequate coverage.	FY2021	Q1	FY2021	Q1	Existing budget
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.1 - Expand the Homeless Outreach Team (HOT)	I1.1.2 - Work with Network 180, via the recently approved contract, and other partners to integrate permanent behavioral health professionals in to the team.	FY2021	Q1	FY2021	Q4	additional budget needed
Engagement	E1 - Align engagement with neighborhood-based policing.	Capt. Maycroft	Lt. Dorer	E1.1 - 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.	E1.1.1 - Hire a non-sworn Public Information Officer (PIO)	FY2021	Q1	FY2021	Q2	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.1 - Provide accurate and timely data to the Police Metric Dashboard for community education and transparency.	E2.1.5 - Incorporate metrics into quarterly Police performance management reports.	FY2021	Q1	FY2023	Q4	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.1 - Provide accurate and timely data to the Police Metric Dashboard for community education and transparency.	E2.1.6 - Disaggregate all data by race, ethnicity, gender identity and geography to the extent possible.	FY2021	Q1	FY2023	Q4	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.1 - Provide accurate and timely data to the Police Metric Dashboard for community education and transparency.	E2.1.7 - Remain committed to providing data to the National Police Foundation's Police Data Initiative.	FY2021	Q1	FY2023	Q4	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.4 - 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.	E2.4.3 - Meet at least monthly	FY2021	Q1	FY2023	Q4	Existing budget
Engagement	E3 - Attract, hire, and retain high performing employees who embrace a guardian mentality and neighborhood-based policing philosophy.	Lt. O'Brien	Lt. McKersie	E3.1 - Reimagine recruiting strategies with a goal of ensuring the demographics of departmental staff represent the community's demographics.	E3.1.1 - Use of a diverse committee of department members to provide guidance in recruitment methods.	FY2021	Q1	FY2023	Q4	Existing budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.1 - 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.	S1.1.1 - Examine current Service Area and Beat configuration for potential changes	FY2021	Q2	FY2021	Q3	Existing budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.2 - Increase beat officers' unallocated time so they can actively engage in their neighborhood.	S1.2.1 - Revise call management protocols to ensure officers are only sent to calls that require sworn personnel.	FY2021	Q2	FY2022	Q4	Existing budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.3 - Maximize the use of data to provide timely and accurate intelligence.	S1.3.1 - Provide beat level intelligence and crime data to beat officers weekly.	FY2021	Q2	FY2023	Q4	Existing budget
Safety	S2 - Create a Crime Reduction Team, via internal departmental restructuring, that is data-driven to identify and address criminal offenders.	Capt. Matt Ostapowicz	Lt. Ungrey Lt. Wu	S2.1 - 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.	S2.1.2 - Create strategies to reduce concentrated crime.	FY2021	Q2	FY2021	Q4	Existing budget
Safety	S3 - Engage with the Office of Oversight and Public Accountability and community stakeholders to pursue data driven, evidence-based strategies that address root causes of and help reduce crime and police related emergencies.	Capt. Collard	Lt. Dixon	S3.1 - Create and identify funding for a violence reduction initiative where community leaders and past offenders in violence reduction strategies such as Cease Fire or Cure Violence.	S3.1.1 - Identify stakeholders to evaluate different available options and recommend an approach.	FY2021	Q2	FY2021	Q4	Existing budget
Safety	S3 - Engage with the Office of Oversight and Public Accountability and community stakeholders to pursue data driven, evidence-based strategies that address root causes of and help reduce crime and police related emergencies.	Capt. Collard	Lt. Dixon	S3.1 - Create and identify funding for a violence reduction initiative where community leaders and past offenders in violence reduction strategies such as Cease Fire or Cure Violence.	S3.1.2 - In partnership with community, select the most appropriate violence reduction model for Grand Rapids	FY2021	Q2	FY2021	Q4	Existing budget
Safety	S3 - Engage with the Office of Oversight and Public Accountability and community stakeholders to pursue data driven, evidence-based strategies that address root causes of and help reduce crime and police related emergencies.	Capt. Collard	Lt. Dixon	S3.1 - Create and identify funding for a violence reduction initiative where community leaders and past offenders in violence reduction strategies such as Cease Fire or Cure Violence.	S3.1.3 - Work collaboratively with partners within the City and the community to identify and secure sustainable funding for a violence reduction program.	FY2021	Q2	FY2022	Q4	Existing budget

Grand Rapids Police Department Strategic Plan FY21-23 Implementation Framework (organized by start date)										
Priority Level	Objective Level			Strategy Level		Action Step				Budget
Priority	Objective	Primary Obj. Lead	Secondary Obj. Lead	Strategy	Action Step	Fiscal Year Start	Quarter Start	Fiscal Year End	Quarter End	FY21 Budget
Safety	S3 - Engage with the Office of Oversight and Public Accountability and community stakeholders to pursue data driven, evidence-based strategies that address root causes of and help reduce crime and police related emergencies.	Capt. Collard	Lt. Dixon	S3.1 - Create and identify funding for a violence reduction initiative where community leaders and past offenders in violence reduction strategies such as Cease Fire or Cure Violence.	S3.1.4 - In partnership with community, develop a violence reduction plan, including an implementation framework, based on the selected model.	FY2021	Q2	FY2022	Q4	additional budget needed
Safety	S3 - Engage with the Office of Oversight and Public Accountability and community stakeholders to pursue data driven, evidence-based strategies that address root causes of and help reduce crime and police related emergencies.	Capt. Collard	Lt. Dixon	S3.2 - Partner with the SAFE Task Force to explore implementing police related recommendations.	Explore a gun buy-back program.	FY2021	Q2	FY2021	Q3	additional budget needed
Safety	S3 - Engage with the Office of Oversight and Public Accountability and community stakeholders to pursue data driven, evidence-based strategies that address root causes of and help reduce crime and police related emergencies.	Capt. Collard	Lt. Dixon	S3.2 - Partner with the SAFE Task Force to explore implementing police related recommendations.	S3.2.2 - Identify other recommendations for implementation and develop a plan to execute.	FY2021	Q2	FY2023	Q4	Existing budget
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.1 - Expand the Homeless Outreach Team (HOT)	I1.1.3 - Determine appropriate types of calls for co-response based on team safety.	FY2021	Q2	FY2021	Q3	Existing budget
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.1 - Expand the Homeless Outreach Team (HOT)	I1.1.5 - Pilot alternative response strategies.	FY2021	Q2	FY2021	Q4	Existing budget
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.4 - Transition parking enforcement to Mobile GR, Parking Services and Traffic Safety.	I1.4.1 - Collaborate with City Attorney's Office to determine necessity for ordinance change to allow enforcement of all parking violations by non-sworn personnel.	FY2021	Q2	FY2022	Q1	Existing budget
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.4 - Transition parking enforcement to Mobile GR, Parking Services and Traffic Safety.	I1.4.2 - Partner with Mobile GR, Parking Services and Traffic Safety to transition parking enforcement duties.	FY2021	Q2	FY2022	Q1	Existing budget
Innovation	I2 - 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.	Capt. VanderKooi	Clorissa Novak	I2.1 - Collaborate with stakeholders to develop and implement recommendations for increased involvement by the Police Department in the restorative justice programs	I2.1.1 - 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.	FY2021	Q2	FY2022	Q1	Existing budget
Innovation	I2 - 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.	Capt. VanderKooi	Clorissa Novak	I2.1 - Collaborate with stakeholders to develop and implement recommendations for increased involvement by the Police Department in the restorative justice programs	I2.1.2 - Identify specific strategies the Police Department can implement internally and support externally and develop a plan for implementing those strategies.	FY2021	Q2	FY2022	Q1	Existing budget
Engagement	E1 - Align engagement with neighborhood-based policing.	Capt. Maycroft	Lt. Dorer	E1.2 - Better educate the community and City leadership on police operations.	E1.2.1 - Consider opportunities to reimagine the Citizens Police Academy to increase participation.	FY2021	Q2	FY2021	Q4	Existing budget
Engagement	E1 - Align engagement with neighborhood-based policing.	Capt. Maycroft	Lt. Dorer	E1.3 - Ensure equitable engagement representation throughout the city.	E1.3.2 - Work to ensure participants on the Chief's Police Advisory Team, Chief's Youth Advisory Board, SAFE Taskforce, Public Safety Committee, Citizens Police Academy, Youth Police Academy and other boards, councils, or committees focused on public safety reflect the demographics of the city.	FY2021	Q2	FY2023	Q4	Existing budget
Engagement	E1 - Align engagement with neighborhood-based policing.	Capt. Maycroft	Lt. Dorer	E1.3 - Ensure equitable engagement representation throughout the city.	E1.3.3 - Map and publish engagement efforts.	FY2021	Q2	FY2023	Q4	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.1 - Provide accurate and timely data to the Police Metric Dashboard for community education and transparency.	E2.1.1 - Assign an analyst with responsibility to monitor collection and accuracy of data while ensuring submission deadlines are met	FY2021	Q2	FY2023	Q4	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.1 - Provide accurate and timely data to the Police Metric Dashboard for community education and transparency.	E2.1.2 - Identify, via community input, additional appropriate data to be included on the dashboard.	FY2021	Q2	FY2023	Q4	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.1 - Provide accurate and timely data to the Police Metric Dashboard for community education and transparency.	E2.1.3 - Ensure monthly data on crime statistics is updated at least quarterly to provide timely and frequent data and information.	FY2021	Q2	FY2023	Q4	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.1 - Provide accurate and timely data to the Police Metric Dashboard for community education and transparency.	E2.1.4 - Review data with Public Safety Committee at monthly meetings.	FY2021	Q2	FY2023	Q4	Existing budget

Grand Rapids Police Department Strategic Plan FY21-23 Implementation Framework (organized by start date)										
Priority Level	Objective Level			Strategy Level		Action Step				Budget
Priority	Objective	Primary Obj. Lead	Secondary Obj. Lead	Strategy	Action Step	Fiscal Year Start	Quarter Start	Fiscal Year End	Quarter End	FY21 Budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.2 - 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.	E2.2.2 - Publish written responses to the Office of Oversight and Public Accountability's Draft Independent Comprehensive Status Report on Police Studies and Recommendations.	FY2021	Q2	FY2021	Q2	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.2 - 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.	E2.2.3 - 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.	FY2021	Q2	FY2023	Q4	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.2 - 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.	E2.2.4 - Invite LINC UP, Urban Core Collective and the NAACP of Grand Rapids to meet with the Chief on at least a quarterly basis.	FY2021	Q2	FY2023	Q4	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.3 - Develop a formal performance management strategy to ensure this plan is implemented, progress is measured and performance is reported publicly.	E2.3.1 - Hire a non-sworn Director of Administrative Services (formally called Chief of Staff).	FY2021	Q2	FY2021	Q2	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.3 - Develop a formal performance management strategy to ensure this plan is implemented, progress is measured and performance is reported publicly.	E2.3.2 - 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.	FY2021	Q2	FY2021	Q2	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.3 - Develop a formal performance management strategy to ensure this plan is implemented, progress is measured and performance is reported publicly.	E2.3.3 - 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.	FY2021	Q2	FY2021	Q2	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.3 - Develop a formal performance management strategy to ensure this plan is implemented, progress is measured and performance is reported publicly.	E2.3.4 - Train all personnel on the components of this plan, the implementation framework and performance expectations.	FY2021	Q2	FY2021	Q2	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.3 - Develop a formal performance management strategy to ensure this plan is implemented, progress is measured and performance is reported publicly.	E2.3.7 - Share all performance reports publicly via our website and through other communication methods requested by community.	FY2021	Q2	FY2023	Q4	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.3 - Develop a formal performance management strategy to ensure this plan is implemented, progress is measured and performance is reported publicly.	E2.3.8 - Determine, in partnership with community, revisions needed to this plan after the first year of implementation.	FY2021	Q2	FY2022	Q2	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.4 - 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.	E2.4.1 - Develop list of specific items that will be reviewed at regular intervals as appropriate.	FY2021	Q2	FY2021	Q2	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.4 - 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.	E2.4.2 - Ensure items are placed on appropriate agenda throughout the fiscal year.	FY2021	Q2	FY2023	Q4	Existing budget
Engagement	E3 - Attract, hire, and retain high performing employees who embrace a guardian mentality and neighborhood-based policing philosophy.	Lt. O'Brien	Lt. McKersie	E3.1 - Reimagine recruiting strategies with a goal of ensuring the demographics of departmental staff represent the community's demographics.	E3.1.2 - Collaborate with NAACP, Hispanic Center, Urban League and other local organizations on recruiting strategies.	FY2021	Q2	FY2023	Q4	Existing budget
Engagement	E3 - Attract, hire, and retain high performing employees who embrace a guardian mentality and neighborhood-based policing philosophy.	Lt. O'Brien	Lt. McKersie	E3.1 - Reimagine recruiting strategies with a goal of ensuring the demographics of departmental staff represent the community's demographics.	E3.1.3 - Enhance partnerships with schools, colleges, and universities specifically related to recruitment efforts.	FY2021	Q2	FY2023	Q4	Existing budget
Engagement	E3 - Attract, hire, and retain high performing employees who embrace a guardian mentality and neighborhood-based policing philosophy.	Lt. O'Brien	Lt. McKersie	E3.3 - Ensure that a guardian culture and impartial policing philosophy is valued and promoted throughout the organization.	E3.3.1 - Hold all employees accountable for knowledge of department values, vision and mission while incorporating them into their daily contacts with the community	FY2021	Q2	FY2021	Q2	Existing budget
Engagement	E3 - Attract, hire, and retain high performing employees who embrace a guardian mentality and neighborhood-based policing philosophy.	Lt. O'Brien	Lt. McKersie	E3.3 - Ensure that a guardian culture and impartial policing philosophy is valued and promoted throughout the organization.	E3.3.3 - Incorporate impartial policing and implicit bias concepts into all departmental trainings, including training for dispatchers.	FY2021	Q2	FY2023	Q4	Existing budget
Engagement	E3 - Attract, hire, and retain high performing employees who embrace a guardian mentality and neighborhood-based policing philosophy.	Lt. O'Brien	Lt. McKersie	E3.3 - Ensure that a guardian culture and impartial policing philosophy is valued and promoted throughout the organization.	E3.3.4 - 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.	FY2021	Q2	FY2021	Q2	Existing budget

Grand Rapids Police Department Strategic Plan FY21-23 Implementation Framework (organized by start date)												
Priority Level	Objective Level			Strategy Level		Action Step				Budget		
Priority	Objective	Primary Obj. Lead	Secondary Obj. Lead	Strategy		Action Step		Fiscal Year Start	Quarter Start	Fiscal Year End	Quarter End	FY21 Budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.1 - 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.		S1.1.2 - Assign a patrol officer on each shift to each geographic beat.		FY2021	Q3	FY2021	Q3	Existing budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.1 - 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.		S1.1.3 - Ensure beat officers collaborate with residents and neighborhood stakeholders to address neighborhood specific crime, issues and concerns.		FY2021	Q3	FY2023	Q4	Existing budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.1 - 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.		S.1.1.4 - 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.		FY2021	Q3	FY2021	Q4	Existing budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.1 - 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.		S.1.1.5 - Publish a directory of beat officers that includes beat assignments and their contact information through multiple mediums, i.e. apps, websites, and personal contacts.		FY2021	Q3	FY2021	Q4	Existing budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.1 - 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.		S.1.1.6 - Ensure officers understand that successful outcomes and solutions through problem-oriented policing will be their primary objective.		FY2021	Q3	FY2021	Q3	Existing budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.1 - 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.		S.1.1.7 - Use the Scan Analyze Respond Assess (SARA) model for problem solving efforts.		FY2021	Q3	FY2021	Q3	Existing budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.1 - 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.		S.1.1.8 - 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.		FY2021	Q3	FY2023	Q4	Existing budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.2 - Increase beat officers' unallocated time so they can actively engage in their neighborhood.		S1.2.2 - Continuously evaluate call volume, type and location to maximize beat officer time spent in their neighborhood.		FY2021	Q3	FY2023	Q4	Existing budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.2 - Increase beat officers' unallocated time so they can actively engage in their neighborhood.		S1.2.3 - Utilize Computer-Aided Dispatch (CAD) to prioritize beat officers responding to calls in their assigned beats.		FY2021	Q3	FY2021	Q4	Existing budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.2 - Increase beat officers' unallocated time so they can actively engage in their neighborhood.		S1.2.4 - Create measurable outcomes to evaluate performance for non-enforcement activity in partnership with community.		FY2021	Q3	FY2022	Q4	Existing budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.3 - Maximize the use of data to provide timely and accurate intelligence.		S1.3.2 - Use Service Referrals to ensure beat officers are working on identified problems that are complaint driven.		FY2021	Q3	FY2021	Q4	Existing budget
Safety	S1 - Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.	Capt. Reilly Capt. Mark Ostapowicz	Lt. Williams Lt. Vogrig Lt. Merrill	S1.3 - Maximize the use of data to provide timely and accurate intelligence.		S1.3.3 - Use activity data from Service Referrals to hold personnel accountable for department goals and objectives.		FY2021	Q3	FY2023	Q4	Existing budget
Safety	S2 - Create a Crime Reduction Team, via internal departmental restructuring, that is data-driven to identify and address criminal offenders.	Capt. Matt Ostapowicz	Lt. Ungrey Lt. Wu	S2.1 - 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.		S2.1.1 - Justify need and locations for any hot spot policing strategies via complaints, observations and data.		FY2021	Q3	FY2023	Q4	Existing budget
Safety	S2 - Create a Crime Reduction Team, via internal departmental restructuring, that is data-driven to identify and address criminal offenders.	Capt. Matt Ostapowicz	Lt. Ungrey Lt. Wu	S2.1 - 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.		S2.1.3 - Track and publicly report on data related to hot spot policing to appropriately evaluate impact.		FY2021	Q3	FY2023	Q4	Existing budget
Safety	S2 - Create a Crime Reduction Team, via internal departmental restructuring, that is data-driven to identify and address criminal offenders.	Capt. Matt Ostapowicz	Lt. Ungrey Lt. Wu	S2.2 - Strategically and surgically arrest criminal offenders for violent/serious crimes based on investigative data.		S2.2.1 - Ensure coordination between investigators, crime analysts and Crime Reduction Team.		FY2021	Q3	FY2023	Q4	Existing budget
Safety	S2 - Create a Crime Reduction Team, via internal departmental restructuring, that is data-driven to identify and address criminal offenders.	Capt. Matt Ostapowicz	Lt. Ungrey Lt. Wu	S2.2 - Strategically and surgically arrest criminal offenders for violent/serious crimes based on investigative data.		S2.2.2 - Evaluate impact via tracking of suspected offenders and arrestees.		FY2021	Q3	FY2023	Q4	Existing budget

Grand Rapids Police Department Strategic Plan FY21-23 Implementation Framework (organized by start date)												
Priority Level	Objective Level			Strategy Level		Action Step				Budget		
Priority	Objective	Primary Obj. Lead	Secondary Obj. Lead	Strategy		Action Step		Fiscal Year Start	Quarter Start	Fiscal Year End	Quarter End	FY21 Budget
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.1 - Expand the Homeless Outreach Team (HOT)		I1.1.4 - Identify and provide appropriate training for team members.		FY2021	Q3	FY2023	Q4	additional budget needed
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.2 - Develop and pilot a Mental and Behavioral Health Team that can correspond to mental health, non-violent substance use, and other related calls for service		I1.2.1 - Determine appropriate types of calls for co-responders based on team safety.		FY2021	Q3	FY2022	Q1	Existing budget
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.2 - Develop and pilot a Mental and Behavioral Health Team that can correspond to mental health, non-violent substance use, and other related calls for service		I1.2.2 - Identify necessary team participants.		FY2021	Q3	FY2021	Q4	Existing budget
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.2 - Develop and pilot a Mental and Behavioral Health Team that can correspond to mental health, non-violent substance use, and other related calls for service		I1.2.3 - Provide necessary training, such as Crisis Intervention Training (CIT), to ensure focus is on de-escalation, wellness and health response.		FY2021	Q3	FY2021	Q4	Existing budget
Innovation	I3 - Leverage technological opportunities to decrease crime and increase efficiency while ensuring objective and constitutional use and accountability.	Capt. Schnurstein	Lt. Siver	I3.1 - Continue to evaluate constitutional use of Unmanned Aerial Systems (UAS) as a first responder		I3.1.1 - Hold a variety of community meetings, at least one in each Ward, to educate the community on the use of UAS and seek input.		FY2021	Q3	FY2021	Q4	Existing budget
Innovation	I3 - Leverage technological opportunities to decrease crime and increase efficiency while ensuring objective and constitutional use and accountability.	Capt. Schnurstein	Lt. Siver	I3.2 - Re-visit the effectiveness of gunfire detection technology (i.e. Shot Spotter)		I3.2.1 - 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.		FY2021	Q3	FY2021	Q4	Existing budget
Engagement	E1 - Align engagement with neighborhood-based policing.	Capt. Maycroft	Lt. Dorer	E1.1 - 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.		E1.1.2 - 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.		FY2021	Q3	FY2021	Q4	Existing budget
Engagement	E1 - Align engagement with neighborhood-based policing.	Capt. Maycroft	Lt. Dorer	E1.1 - 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.		E1.1.3 - 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.		FY2021	Q3	FY2021	Q4	Existing budget
Engagement	E1 - Align engagement with neighborhood-based policing.	Capt. Maycroft	Lt. Dorer	E1.2 - Better educate the community and City leadership on police operations.		E1.2.3 - Collaborate on educational videos/opportunities with community stakeholders such as a Know Your Rights campaign.		FY2021	Q3	FY2023	Q4	additional budget needed
Engagement	E1 - Align engagement with neighborhood-based policing.	Capt. Maycroft	Lt. Dorer	E1.2 - Better educate the community and City leadership on police operations.		E1.2.4 - Offer a Police 101 workshop for City leadership and community stakeholders.		FY2021	Q3	FY2021	Q4	Existing budget
Engagement	E1 - Align engagement with neighborhood-based policing.	Capt. Maycroft	Lt. Dorer	E1.3 - Ensure equitable engagement representation throughout the city.		E1.3.1 - Partner with the Office of Equity and Engagement to create or revise existing equity training and staff development for community engagement.		FY2021	Q3	FY2022	Q4	additional budget needed
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.3 - Develop a formal performance management strategy to ensure this plan is implemented, progress is measured and performance is reported publicly.		E2.3.5 - 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.		FY2021	Q3	FY2023	Q4	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.3 - Develop a formal performance management strategy to ensure this plan is implemented, progress is measured and performance is reported publicly.		E2.3.6 - Submit budget requests aligned with this plan.		FY2021	Q3	FY2023	Q4	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.5 - Reimagine Police Chief's Youth Advisory Board.		E2.5.1 - Survey youth to determine their ideas on the structure of a Youth Advisory Board		FY2021	Q3	FY2021	Q4	Existing budget
Engagement	E3 - Attract, hire, and retain high performing employees who embrace a guardian mentality and neighborhood-based policing philosophy.	Lt. O'Brien	Lt. McKersie	E3.2 - Specifically recruit within Neighborhoods of Focus as part of our existing Grow Our Own strategy.		E3.2.1 - Ensure beat officers are knowledgeable in equitable and culturally responsive recruiting strategies.		FY2021	Q3	FY2021	Q3	Existing budget
Engagement	E3 - Attract, hire, and retain high performing employees who embrace a guardian mentality and neighborhood-based policing philosophy.	Lt. O'Brien	Lt. McKersie	E3.2 - Specifically recruit within Neighborhoods of Focus as part of our existing Grow Our Own strategy.		E3.2.2 - Focus recruiting events and efforts in Neighborhoods of Focus.		FY2021	Q3	FY2023	Q4	Existing budget

Grand Rapids Police Department Strategic Plan FY21-23 Implementation Framework (organized by start date)												
Priority Level	Objective Level			Strategy Level		Action Step				Budget		
Priority	Objective	Primary Obj. Lead	Secondary Obj. Lead	Strategy		Action Step		Fiscal Year Start	Quarter Start	Fiscal Year End	Quarter End	FY21 Budget
Engagement	E3 - Attract, hire, and retain high performing employees who embrace a guardian mentality and neighborhood-based policing philosophy.	Lt. O'Brien	Lt. McKersie	E3.2 - Specifically recruit within Neighborhoods of Focus as part of our existing Grow Our Own strategy.		E3.2.3 - Partner with neighborhood and community organizations to develop recruiting strategies and events.		FY2021	Q3	FY2023	Q4	Existing budget
Engagement	E3 - Attract, hire, and retain high performing employees who embrace a guardian mentality and neighborhood-based policing philosophy.	Lt. O'Brien	Lt. McKersie	E3.2 - Specifically recruit within Neighborhoods of Focus as part of our existing Grow Our Own strategy.		E3.2.4 - Hold beat officers accountable via performance measures and data related to recruiting in their neighborhoods.		FY2021	Q3	FY2023	Q4	Existing budget
Engagement	E3 - Attract, hire, and retain high performing employees who embrace a guardian mentality and neighborhood-based policing philosophy.	Lt. O'Brien	Lt. McKersie	E3.3 - Ensure that a guardian culture and impartial policing philosophy is valued and promoted throughout the organization.		E3.3.2 - Provide training that educates sworn personnel on the importance of a guardian mindset while preparing them to be warriors when necessary.		FY2021	Q3	FY2022	Q4	additional budget needed
Engagement	E3 - Attract, hire, and retain high performing employees who embrace a guardian mentality and neighborhood-based policing philosophy.	Lt. O'Brien	Lt. McKersie	E3.3 - Ensure that a guardian culture and impartial policing philosophy is valued and promoted throughout the organization.		E3.3.5 - Establish best practices that emphasize officer wellness, including setting reasonable standards for hours scheduled on duty and overtime hours (Deployment Study Rec. 1.15).		FY2021	Q3	FY2023	Q4	Existing budget
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.3 - 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 quality of life.		I1.3.1 - Identify appropriate types of calls for team assistance.		FY2021	Q4	FY2022	Q1	Existing budget
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.3 - 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 quality of life.		I1.3.2 - Determine method of assistance, i.e. on-scene response, post-call follow-up, etc.		FY2021	Q4	FY2022	Q1	Existing budget
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.3 - 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 quality of life.		I1.3.3 - Create and launch the Community Assistance Team.		FY2021	Q4	FY2022	Q2	additional budget needed
Innovation	I3 - Leverage technological opportunities to decrease crime and increase efficiency while ensuring objective and constitutional use and accountability.	Capt. Schnurstein	Lt. Siver	I3.2 - Re-visit the effectiveness of gunfire detection technology (i.e. Shot Spotter)		I3.2.2 - Identify potential sustainable funding sources for the technology as well as the personnel needed to administer the technology via private/public partnerships.		FY2021	Q4	FY2022	Q1	additional budget needed
Engagement	E1 - Align engagement with neighborhood-based policing.	Capt. Maycroft	Lt. Dorer	E1.1 - 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.		E1.1.4 - Measure and analyze which forms of communication are most effective for community.		FY2021	Q4	FY2022	Q1	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.3 - Develop a formal performance management strategy to ensure this plan is implemented, progress is measured and performance is reported publicly.		E2.3.10 - 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)		FY2021	Q4	FY2023	Q4	Existing budget
Safety	S3 - Engage with the Office of Oversight and Public Accountability and community stakeholders to pursue data driven, evidence-based strategies that address root causes of and help reduce crime and police related emergencies.	Capt. Collard	Lt. Dixon	S3.1 - Create and identify funding for a violence reduction initiative where community leaders and past offenders in violence reduction strategies such as Cease Fire or Cure Violence.		S3.1.5 - Create a method for tracking accountability and outcomes based on the violence reduction plan.		FY2022	Q1	FY2022	Q4	Existing budget
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.2 - 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		I1.2.4 - Pilot alternative response strategies.		FY2022	Q1	FY2023	Q4	additional budget needed
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.3 - 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 quality of life.		I1.3.4 - Identify and provide appropriate training for team members.		FY2022	Q1	FY2022	Q2	additional budget needed
Innovation	I3 - Leverage technological opportunities to decrease crime and increase efficiency while ensuring objective and constitutional use and accountability.	Capt. Schnurstein	Lt. Siver	I3.1 - Continue to evaluate constitutional use of Unmanned Aerial Systems (UAS) as a first responde		I3.1.2 - If UAS are approved and funded, initiate a pilot program and evaluate outcomes, including community sentiment on the use of UAS.		FY2022	Q1	FY2022	Q3	additional budget needed
Innovation	I3 - Leverage technological opportunities to decrease crime and increase efficiency while ensuring objective and constitutional use and accountability.	Capt. Schnurstein	Lt. Siver	I3.3 - Develop a Real Time Crime Center with access to public space video with active monitoring.		I3.3.1 - Determine mission and staffing requirements.		FY2022	Q1	FY2022	Q2	Existing budget
Engagement	E1 - Align engagement with neighborhood-based policing.	Capt. Maycroft	Lt. Dorer	E1.2 - Better educate the community and City leadership on police operations.		E1.2.2 - Increase participation, specifically of Grand Rapids residents, in the Youth Police Academy.		FY2022	Q1	FY2023	Q4	Existing budget

Grand Rapids Police Department Strategic Plan FY21-23 Implementation Framework (organized by start date)

Priority Level	Objective Level			Strategy Level	Action Step				Budget	
Priority	Objective	Primary Obj. Lead	Secondary Obj. Lead	Strategy	Action Step	Fiscal Year Start	Quarter Start	Fiscal Year End	Quarter End	FY21 Budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.2 - 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.	E2.2.1 - Develop a process for data analysis and distribution to appropriate patrol commander.	FY2022	Q1	FY2022	Q2	Existing budget
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.5 - Reimagine Police Chief's Youth Advisory Board.	E2.5.2 - Partner with middle schools and high schools located within the city to increase participation.	FY2022	Q1	FY2023	Q4	Existing budget
Innovation	I1 - Explore alternative responses to certain calls for service.	Capt. Rogers	Lt. Bylsma Sgt. Wittkowski	I1.3 - 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 quality of life.	I1.3.5 - Pilot alternative response strategies.	FY2022	Q2	FY2023	Q2	Existing budget
Innovation	I3 - Leverage technological opportunities to decrease crime and increase efficiency while ensuring objective and constitutional use and accountability.	Capt. Schnurstein	Lt. Siver	I3.3 - Develop a Real Time Crime Center with access to public space video with active monitoring.	I3.3.2 - Identify potential funding sources for the center as well as the personnel needed to operate the center via private/public partnerships.	FY2022	Q2	FY2022	Q4	additional budget needed
Innovation	I3 - Leverage technological opportunities to decrease crime and increase efficiency while ensuring objective and constitutional use and accountability.	Capt. Schnurstein	Lt. Siver	I3.1 - Continue to evaluate constitutional use of Unmanned Aerial Systems (UAS) as a first responde	I3.1.3 - Identify potential sustainable funding sources for the technology and personnel needed via private/public partnerships.	FY2022	Q3	FY2022	Q4	additional budget needed
Engagement	E2 - 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.	Lt. Trigg	Lt. Dean	E2.3 - Develop a formal performance management strategy to ensure this plan is implemented, progress is measured and performance is reported publicly.	E2.3.9 - Discuss with bargaining units opportunities to integrate performance measures from this plan into employee evaluations.	FY2022	Q3	FY2023	Q4	Existing budget