



Grand Rapids Police Department Strategic Plan

Updated February 2023, Originally published: September 2020





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February 2023



Letter from Mark Washington, City Manager



In early 2022, I selected Eric Winstrom to serve as Grand Rapids Police Chief, based on my belief that he was best positioned to keep our community safe and build upon the City's previous reform efforts. The Chief has committed to lead the department with transparency, constitutional policing, building trust and seeking justice. I applaud him and the leaders in the Grand Rapids Police Department for bringing this updated strategic plan forward.

Any successful departmental plan must rely on the leadership of the department, the dedication and professionalism of its employees and collaboration with the community. The pandemic has caused us to take a step back and make sure the Grand Rapids Police Department's Strategic Plan can propel the city forward, prevent crime, respond to violence and address social justice concerns. While this plan acknowledges the disparities that have historically existed for people of color, it also creates an equitable vision for policing in our community rooted in community engagement and collaboration.

The plan continues to build upon the previous efforts of community engagement, investments in technology such as body-worn cameras, improvement in policies related to human rights, increasing transparency with departmental reports/data, on-line access to policies and the creation of the Office of Oversight and Public Accountability.

I continue to believe police and community are not mutually exclusive but are interdependent. The City will continue to examine and improve the relationship between police and community so that together, we can become the safest mid-sized city in the country. This update to the Grand Rapids Police Department Strategic Plan is another step towards that vision and provides a roadmap to improve results.

Grand Rapids is an amazing place to live and work. It is an honor to serve our community with Chief Winstrom and our Police Department. I am confident the employees of the Grand Rapids Police Department will help operationalize and implement this updated plan. With your help, we will set a new standard for our country on how policing is done professionally with the community.

A handwritten signature in black ink that reads "Mark D. Washington". The signature is fluid and cursive.

Mark Washington
City Manager



It has been my great honor to serve as the chief of the Grand Rapids Police Department since March of 2022. With the experiences I have gained, connections I have made, and countless meetings attended during my first year, I have learned about our city, the people that live, work and play here, and the challenges we face.

My goal as chief is to provide the people of Grand Rapids the most professional, compassionate, and effective police department possible. We are committed to continuous learning, constant improvement, and policing in a manner embraced by our community, and which recognizes the Constitution as the foundation for policing and our success. Our police department and community have encountered significant challenges in the recent past. Building trust, recruiting and retaining exceptional personnel, reducing crime, and seeking justice for victims is our focus. This updated strategic plan offers a roadmap for achieving success.

I am thankful for the support of the City in our public safety efforts. When we acknowledge that the police department is a vital part of, but not the lone contributor to, a safe community, we are better positioned to co-produce, with all our partners, a safer city for everyone.



Letter from Eric Winstrom, Chief of Police

A handwritten signature in black ink, appearing to read "Eric Winstrom".

Eric Winstrom
Chief, Grand Rapids Police Department



Transformation Timeline

2015

JANUARY

- Community and Police Relations Committee's 12-Point Plan

MARCH

- SAFE Anti-Violence Strategy Report and Recommendations
- GRPD adjusts hiring practice and creates academy

JUNE

- Policy requiring all police officer-involved shootings be referred to Michigan State Police

CALEA = Commission on Accreditation for Law Enforcement Agencies

GRPD = Grand Rapids Police Department

COGR = City of Grand Rapids

OPA = Office of Oversight and Public Accountability

SAFE = Safe Alliances for Everyone

2016

APRIL

- GRPD outfits all sworn officers with body-worn cameras



JUNE

- All sworn officers receive cultural competence and implicit bias training

2017

APRIL

- Lamberth Consulting, GRPD Traffic Stop Data Analysis

JUNE

- Summary of Community Listening + Feedback Sessions, #GRTalksBack 2017

OCTOBER

- COGR launches Task Force on Police Policies and Procedures

NOVEMBER

- Implementation of the Impartial Policing Policy

DECEMBER

- First SAFE Task Force Pitch and Highlight Night

2018

JANUARY

- Chief of Police creates Youth Advisory Board

MARCH

- GRPD implements Youth Interaction Policy

JUNE

- First Speed of Trust session

JULY

- GRPD unveils crime reduction initiatives

- GRPD receives CALEA accreditation

SEPTEMBER

- COGR Task Force on Police Policies and Procedures completes recommendations

OCTOBER

- City Manager Mark Washington starts
- GRPD shares Manual of Policy and Procedures online
- Assessment of GRPD's Implementation of Recommendations from President's Task Force on 21st Century Policing (21CP)

NOVEMBER

- Police present response to 21CP Recommendations to the Policy and Procedure Review Task Force

2019

APRIL

- Hillard Heintze, GRPD, A Strategic Review of the Department's Staffing
- COGR Strategic Plan, FY2020 – FY2023

MAY

- Office of Performance Management and Office of Equity and Engagement launch

JULY

- Eric Payne chosen as Police Chief

AUGUST

- COGR creates Office of Oversight and Public Accountability
- GRPD adds Foreign Nationals Policy
- Crime Prevention Through Environmental Design (CPTED) Ordinance passes

DECEMBER

- GRPD issues revised Youth Interaction Policy
- Human Rights Ordinance goes into effect

2020

MARCH

- COVID
- COGR presents Community Survey Results

APRIL

- Weapons Ordinance takes effect

MAY 30

- Demonstration and civil unrest

JUNE 1 - JULY 31

- Significant Police community engagement

JUNE 3

- Chief Payne and officers take a knee with protesters

JUNE 10

- COGR announces Operational Changes to Improve Policing

JULY 7

- Police Chief's Advisory Team (PCAT) launched

JULY 13

- COGR businesses and organizations launch Youth Employment Program

AUGUST

- OPA Strategic Plan

AUGUST 11

- COGR completes 27 police reform initiatives within 60 days

SEPTEMBER

- Police Strategic Plan

2021

JUNE

- COGR adopted/began implementing Cure Violence

2022

MARCH

- Eric Winstrom's first day as Chief of Police

APRIL

- Officer involved shooting

APRIL

- COGR increases immigrant and refugee engagement

JULY

- Chief Winstrom announces vision and plan for GRPD

OCTOBER

- COGR Strategic Plan updated



DECEMBER

- OPA included in GRPOA and IAFF bargaining contracts

GRPOA = Grand Rapids Police Officers Association

IAFF = International Association of Fire Fighters

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 Task Force
- Police Chief's Advisory Team

City Staff and Collaborators

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

Community

- Commission public comments (live and via social media)
- Town Halls
- Community Survey
- 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
- Neighborhood Associations

Police Personnel

- GR Police Officers Association
- GR Command Officers Association
- Police Officers Labor Council (dispatchers)
- Officers
- Non-sworn, civilian employees
- Dispatch leadership
- Volunteer and Neighborhood Services Program

External Experts

- Hillard Heintze
- 21st Century Policing
- Lamberth Consulting
- Public Sector Search
- CALEA Accreditation
- MI Association of Chiefs of Police Accreditation

We Hear You

Over the years, the community's feedback on policing, some examples of which are highlighted here, has been both valuable and valued as the department set its priorities and policies. This feedback has consistently shaped what was asked of the department and how we have worked to meet those expectations. It is important to recognize the relationship between community and policing is ever evolving. There are both gradual shifts in how a community expresses ideal policing and events that redefine it in an instant. Our challenge—and our promise—is to recognize and be responsive to both the consistency and the change; to do what our community expects of us today while also continuing to provide constitutional and community-focused policing services to prevent crime, enhance trust, and ensure safety for all.

Input Chief Winstrom received from the community throughout his first year and themes from these six key previous engagement efforts have shaped this list of Highest Priority Feedback. To be accountable to ourselves and the community, next to each item, we have identified where we have operationalized the feedback in this plan.

- **SAFE Task Force Focus Groups and Report (2015)**
- **#GRTalksBack Community Sessions (2017)**
- **Police Chief Recruiting Search (2019)**
- **June Town Halls and July 21 Commission Meetings (2020)**
- **LINC UP/UCC/NAACP GRPD Strategic Plan Assessment (2020)**
- **Police Chief Recruiting Search (2021-2022)**



Chief Winstrom's Community Engagement (2022)

- Over 200 community events, including many difficult conversations with passionate residents outraged by Mr. Lyoya's killing

- Multiple question and answer sessions with Linc-Up, neighborhood associations, business groups, faith-based groups (including numerous Congolese congregations)
- Classroom discussions at public and private high schools and universities
- Maintaining the Police Chief Advisory Team composed of a diverse group of community members
- Over 75 media interviews and briefings
- Participation in ALPACT (Advocates & Leaders for Police and Community Trust), the Aspen Institute Justice and Governance Partnership, and the Grand Rapids City Commission's SAFE Task Force

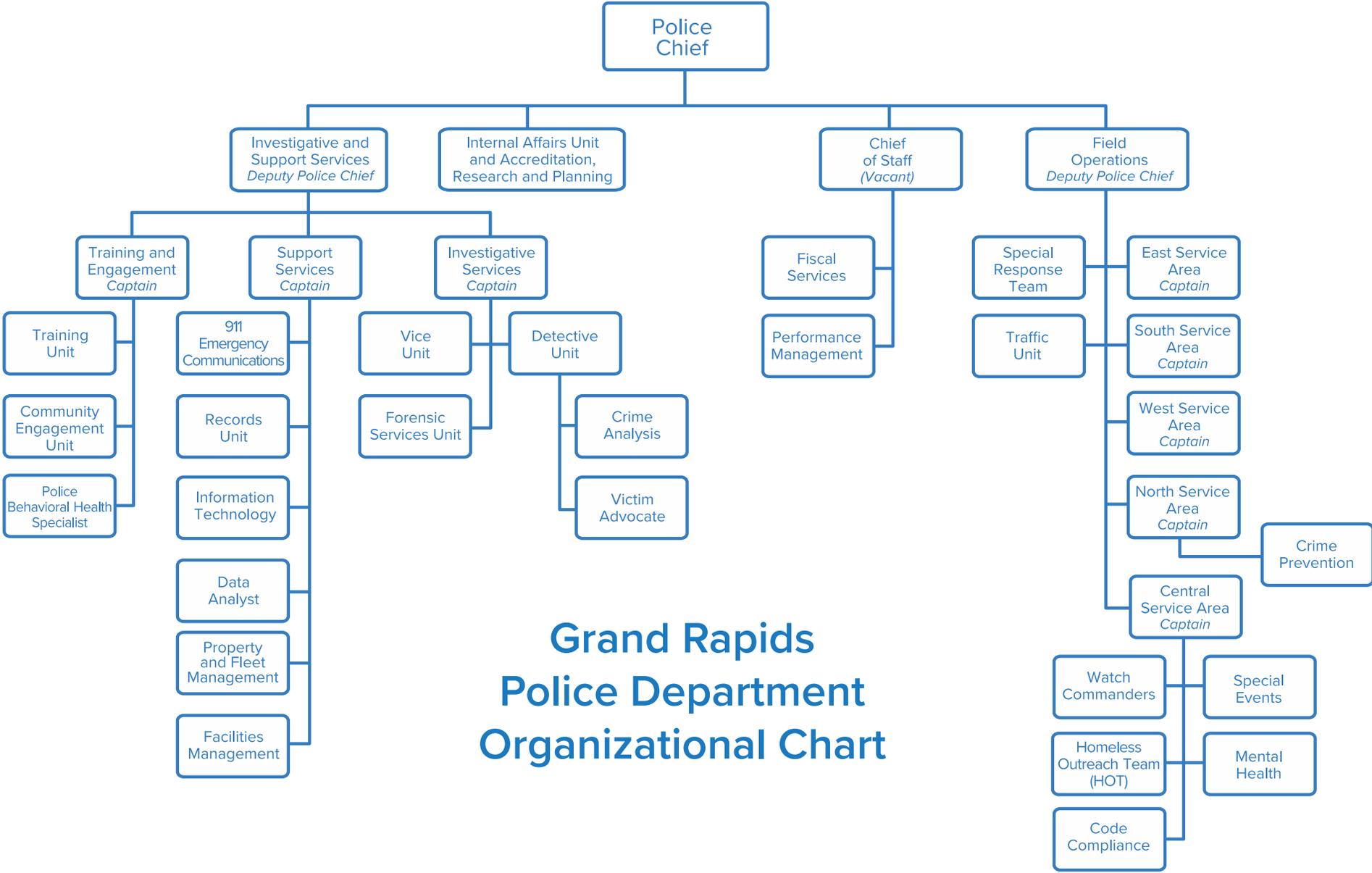
Highest Priority Feedback

- Increase youth outreach and recruitment
(Eng. O1 Strat. 1 & 2, O2 Strat. 1, & O3 Strat. 3)
- Prioritize community policing and relationship building via positive interactions to rebuild trust
(Saf. O1 Strat. 1, O2 Strat. 3; & Inn. O2 Strat. 3 & Eng. O2 Strat. 1 & 4)
- 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. O1 Strat. 1-3)
- Understand cultural differences and continue to train new officers and veteran officers on cultural competency
(Eng. O3 Strat. 4)
- Acknowledge implicit bias, continue annual mandatory trainings on implicit bias and stay up to date on the latest training trends
(Eng. O3 Strat. 4)
- Increase diversity of department (race, ethnicity, residency and background)
(Eng. O1 Strat. 1 & 2)
- Ensure full transparency and accountability
(Saf. O1 Strat. 1, Inn. O2 Strat. 1 & 2, & Eng. O2 Strat. 1, 3, 4 & O3 Strat. 1)
- Focus on de-escalation tactics and continue to incorporate de-escalation training in all police department use of force training
(Eng. O3 Strat. 4)
- Invest in crime prevention and reduce violent acts
(Saf. O1 Strat. 1-2, O2 Strat. 1-4, O3 Strat. 1-3 & Inn. O1 Strat. 1 & 2, O2 Strat. 1 & 4, O4 Strat. 1 & Eng. O2 Strat. 2)
- Educate, engage and communicate how GRPD services are supplied and enforced and explain how community can be involved
(Saf. O1 Strat. 1, O2 Strat. 1-4, O3 Strat. 1-3 & Eng. O2 Strat. 1-3, O3 Strat. 2-3)
- Increase efficiency around other processes to allow for more community policing strategies and reduce costs
(Saf. O1 Strat. 1 & Inn. O1 Strat 1-3, O2 Strat. 1, 3 & 4)
- Host meetings with community around increased sustained enforcement efforts in specific areas
(Saf. O1 Strat. 1 & O2 Strat. 1, 3)



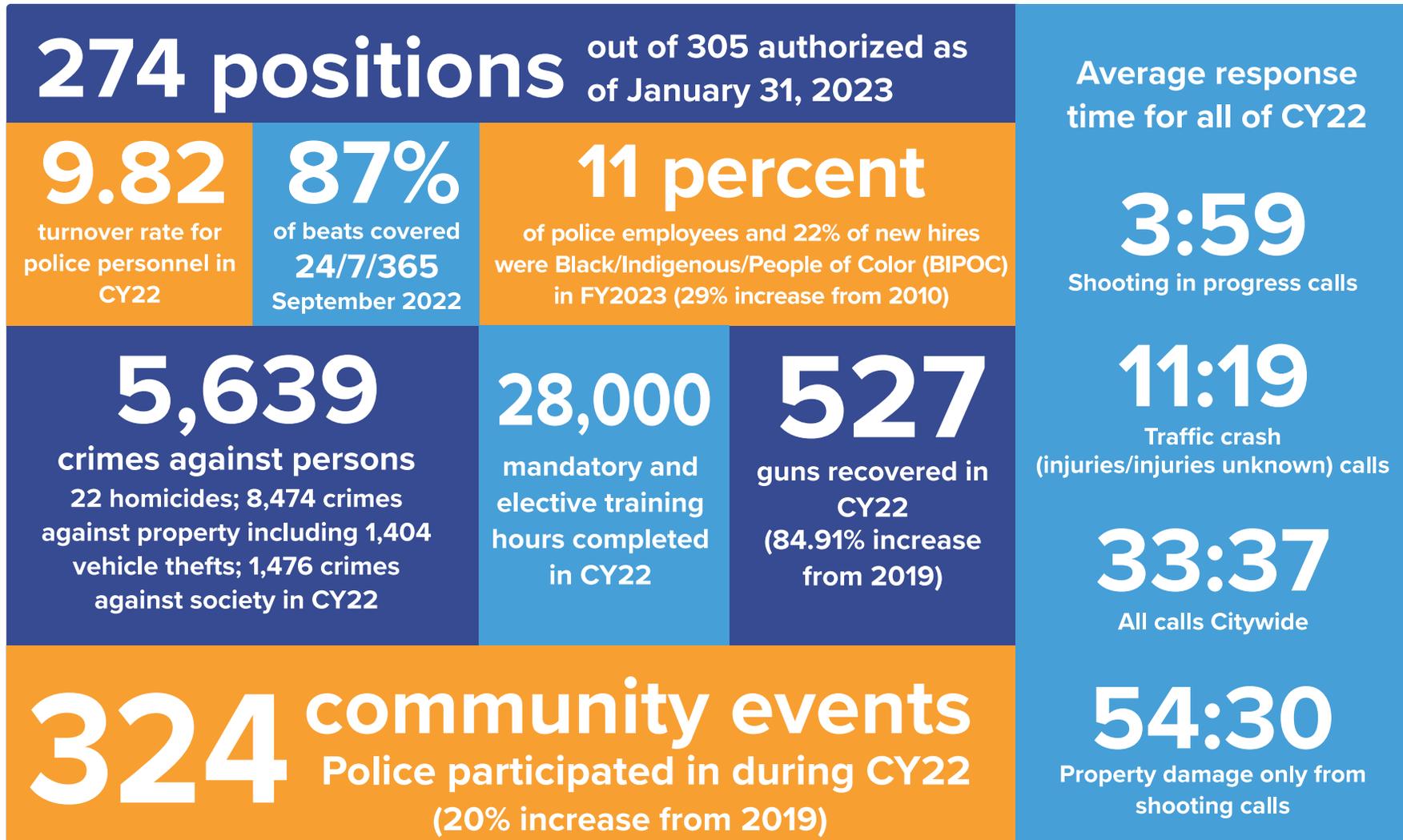
- Enhance data collection and transparency
(Saf. O1 Strat. 1 & Inn. O2 Strat. 1, 2 & Eng. O2 Strat. 1 & 4 and O3 Strat. 1)
- Solicit community feedback on non-enforcement activities
(Saf. O1 Strat. 1 & Eng. O2 Strat. 1)
- Include explicit language detailing how GRPD will implement the changes requested by community and recommended in prior studies
(Implementation section)

Current State



Grand Rapids Police Department Organizational Chart

Recent Stats



CY = Calendar Year FY = Fiscal Year

For more information, check out the Police Metric Dashboard at grandrapidsmi.gov/GRPDDashboard and the Grand Rapids Crime Map found here.

Awards and Recognitions

Grand Rapids Police Department Commission on the Accreditation of Law Enforcement Agencies (CALEA) Accreditation - July 2019

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.

A2LA's Forensic Examination Accreditation Program - 2021

A2LA accreditation conveys that the organization has confidence in its work product, and that this confidence has been confirmed by a third-party, non-profit organization. Established in 1978 as a public service membership society, A2LA is dedicated to the formal recognition of competent testing and calibration laboratories (including medical laboratories), biobanking facilities, inspection bodies, product certification bodies, proficiency testing providers, and reference material producers. A2LA has over 4,000 actively accredited certificates representing all 50 US states which includes Federal Bureau of Investigation Laboratory Division, Forensic Response Section and more than 50 countries.

Commission on the Accreditation of Law Enforcement Agencies (CALEA) Accreditation - March 2021

The Public Safety Communications Accreditation Program provides our communications center (dispatch) with a process to systemically review and internally assess its operations and procedures.

This program requires organizations to collect and analyze important data for the purpose of making sound operational and administrative business decisions, creating leadership and practitioner-accountability.

In addition, the focus is on quality assurance, interoperability, emerging technologies, risk analysis, asset security, resources access, contemporary training, and a range of other operational functions.

Mothers Against Drunk Driving Awarded a Certificate of Recognition for Outstanding Law Enforcement Agency for OWI Related Activities - 2022

The police department was honored along with six other agencies in the state, for drunk driving enforcement efforts. Officer Kaylyn Stephens was also nominated for Outstanding Officer award for her individual efforts.



Michigan Law Enforcement Youth Advisory Committee Governor's Cup Award - 2022

Police Explorers is a police career education program. We give young adults an opportunity to learn about policing as a profession. We also prepare them to become responsible, caring citizens. Throughout the program, Explorers learn from our police officers. They build positive relationships with officers and gain valuable insight into policing. The Grand Rapids Police Explorer Post #1871 earned this prestigious award after a full day of competing against 28 other state teams.

Values, Vision, Mission and Priorities

Values

Integrity

We will do the right thing, at the right time for the right reasons.

Courage

The firmness of mind and will in the face of danger and adversity.

Accountability

We are committed to transparency and will always take responsibility for our actions.

Respect

Recognizing and treating all human beings as persons of inherent worth and dignity.

Equity

We acknowledge that segments of our community, to including people of color, low-income residents and others, have historically 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.

Vision

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

Mission

Safeguard the lives and the property of the people we serve to reduce and prevent crime, seek justice for victims, ensure all people feel safe and are safe at all times throughout our community, and foster trust and positive relationships with the community we serve.



Priorities

Safety

We will provide constitutional and community-focused policing services to prevent crime, enhance trust, and ensure safety for all.

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 community-focused policing.



Plan Elements and Process

Plan Elements

- **Priorities** create the organizational foundation of this plan (we have 3)
- **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 and metrics)
- **Strategies** identify how we will achieve our objectives and desired outcomes
- **Metrics** are how well we are achieving our objectives and desired outcomes

Plan Process

Following an exhaustive national search, transparent interview process and robust community engagement period, Chief Eric Winstrom was sworn in to lead the Grand Rapids Police Department on March 7, 2022. One of his first priorities was to review policy, training, equipment, and staffing, as well as connecting with and learning from the community and police department employees. By July 2022, he had attended over 100 meetings with community members including multiple question and answer sessions with neighborhood groups, business groups, high schools, universities, faith-based groups including several congregations from our refugee community, and non-profit organizations.

Chief Winstrom presented his initial review and plan for the police department to the City Commission on July 26, 2022. This document updates the Grand Rapids Police Department's Strategic Plan FY 2021-2023 to incorporate Chief Winstrom's vision and priorities, which have been shaped by his previous experience as well as his first year serving as the Chief of the Grand Rapids Police Department, community engagement by the department and over 100 meetings with community members since Chief Winstrom's swearing in.

Chief Winstrom's Key Areas of Focus

- **Prioritize building a police and community partnership founded on trust**

(Saf. O1 Strat. 1 & O2 Strat. 3, Inn. O2 Strat. 3, O4 Strat. 1 & Eng. O2 Strat. 1 & 4)

- **Seek full staffing, recognizing the need for diversity, to ensure optimum public safety for the people of Grand Rapids**

(Eng. O1 Strat. 1 & 2)

- **Focus on crime prevention and reducing violent acts throughout the community in creative and innovative ways**

(Saf. O1 Strat. 1 & 2, O2 Strat. 1-4, O3 Strat. 1-3 & Inn. O1 Strat. 1 & 2, O2 Strat. 1 & 4, O4 Strat. 1, & Eng. O2 Strat. 2)

- **Educate, engage and communicate how GRPD services and enforcement are delivered; provide ongoing, meaningful opportunities for community dialogue as policing practices evolve**

(Saf. O1 Strat. 1, O2 Strat. 1-4, O3 Strat. 1-3 & Eng. O2 Strat. 1-3, O3 Strat. 2-3)

- **Ensure transparency and accountability**

(Saf. O1 Strat. 1, Inn. O2 Strat. 1 & 2 & Eng. O2 Strat. 1, 3 & 4, O3 Strat. 1)

- **Partner with crisis intervention, mental health, housing and healthcare specialists to better match resources with calls for service to improve outcomes for those in crisis and help keep the focus of patrol officers on crime response, proactive policing tactics and community engagement**

(Inn. O1 Strat. 1-3)

- **Increase youth outreach**

(Eng. O1 Strat. 1 & 2, O2 Strat. 1, O3 Strat. 3)

- **Focus training for new and veteran officers on de-escalation techniques, recognizing and overcoming implicit biases and understanding cultural differences that can impact police interactions**

(Eng. O3 Strat. 4)

- **Increase efficiency and processes to optimize neighborhood policing strategies and provide cost-effective service delivery**

(Saf. O1 Strat. 1 & Inn. O1 Strat 1-3, O2 Strat 1,3-4)

Priorities, Objectives, Strategies and Metrics

Safety

We will provide constitutional and community-focused policing services to prevent crime, enhance trust and ensure safety for all.

Objective 1 – Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.

Strategy 1: Data Informed Community Engagement (DICE)

The Grand Rapids Police Department uses data collection and analysis to identify areas impacted by gun violence. Resident and business engagement takes place including door to door outreach, community and business meetings to develop and communicate a plan. Other City departments are connected with the community for a holistic approach to violence reduction. GRPD deploys resources and tracks results with service referral tracking number. This is a long-term operation which includes enforcement, city services, CPTED, and connection to outside partners.

Strategy 2: Strategic Planning, Analysis & Response to Crime (SPARC)

SPARC meetings bring service area captains and crime analysts together to identify historical crime problems and emerging crime trends. The meetings are designed to identify problems and develop plans/approaches to attempt to reduce the crime. This approach will assist command staff in focusing their resources so they can provide a more surgical approach. These meetings will be conducted quarterly and will provide data and

results from the crime analyst to show if the strategies are making an impact or if different resources or strategies need to be utilized going forward.

Metrics:

1. Percent of beats covered 24/7/365 broken down by shift and geography
2. Percent change in crime (see Police Metrics Dashboard at grandrapidsmi.gov/GRPDDashboard and the Grand Rapids Crime Map here)
3. Call answer time for dispatch
4. Response time for police units
5. Percent of residents rating their overall feeling of safety in Grand Rapids as excellent or good as measured by the National Community Survey

Safety cont.

Objective 2 – Support efforts to address root causes of crime and embrace non-enforcement violence interruption efforts.

Strategy 1: Continue to support OPA, Cure Violence and other home-grown or community-based initiatives by participating in positive community events and maintaining communication for critical incident information and data sharing.

Strategy 2: Participate in and partner with the SAFE Task Force to implement police-related recommendations.

Strategy 3: Continue to partner with neighborhood associations and empower residents to solve problems within their neighborhoods without police intervention.

Strategy 4: Continue to support and grow community/police programs such as Clergy on Patrol and Pastors, Picnic and Police programs, the Citizen and Youth Police Academies, and other youth outreach.

Metrics:

1. SAFE Task Force collaborations
2. Number of SAFE Task Force recommendations implemented

3. Number of Neighborhood Association meetings attended by GRPD personnel
4. Number of hours Clergy on Patrol members ride with officers and participate in meetings

Objective 3 – Ensure the safety of residents, officers and first-responders involved in critical incidents.

Strategy 1: Outfit GRPD with a modern rescue vehicle to increase safety for residents, workers and visitors in Grand Rapids by providing safety to those involved in critical incidents and offering an effective de-escalation tool for officers.

Strategy 2: Acquire Unmanned Aerial Systems (UAS) through the steps outlined in the COGR Surveillance Policy to provide drone deployment for critical incidents, traffic crash and crime scene mapping, as well as large scale events, missing persons, and fleeing felons.

Strategy 3: Explore replacing the out-of-date Command Post. The Command Post is a retro fitted RV that is used for a mobile Emergency Operations Center. The Command Post is also utilized for community engagement events such as the Riverbank Run, ArtPrize, Festival of the Arts, and the 4th of July fireworks, among others.

Metrics:

1. Number of hours of education and community engagement conducted on each of the three proposed operational assets – modern rescue vehicle, ARV, Unmanned Aerial System and Command Post – in each ward
2. Dollars and percent of total cost of each of the three operational assets funded outside of the City's budget
3. Number of hours of police training per officer
4. Number of use of force incidents
5. Number of complaints filed against police personnel, segmented by type and outcome
6. Number of Emergency Operations Center (EOC) activations

Innovation

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

Objective 1 – Continue to engage in alternative responses to certain calls for service.

Strategy 1: Continue to support the Homeless Outreach Team (HOT) and assist with calls needing a police response.

Strategy 2: Continue to participate in the Mental Health Co-response Team and evaluate the effectiveness and the ability to grow the program.

Strategy 3: Explore options for additional online reporting tools for incidents that do not require immediate police response.

Metrics:

1. Number of calls for service responded to by the Mental Health Co-response Team & HOT
2. Number of mental health referrals resulting from co-response initiatives
3. Number of substance use disorder referrals resulting from co-response initiatives
4. Number of emergency department and jail diversions resulting from co-response initiatives
5. Number of personnel trained in Crisis Intervention Training

Objective 2 – Leverage technological opportunities to decrease crime and increase efficiency while ensuring objective and constitutional policing and accountability.

Strategy 1: Upgrade the Records Management System to increase efficiencies in numerous areas of police operations, investigations, data entry and retrieval.

Strategy 2: Improve the efficiency of Freedom of Information Act (FOIA) processing. Ensure a timely and accurate response to external customer inquiries by media and the public.

Strategy 3: Increase officers and detective efficiency

Strategy 4: Utilize Auto Theft Prevention Authority Grant for public safety cameras.

Metrics:

1. Number of FOIA requests processed by the police department
2. Increased number of public safety cameras

Innovation cont.

Objective 3 – Continue to evaluate efficiency and available innovation in call management.

Strategy 1: Use of text to 911 capabilities and support and collaboration with 988. Ensure redundancy of 911 system with Kent County dispatch. Explore real-time translation for dispatch and officers to include multiple languages and American Sign Language.

Metrics:

1. Number or usage of text to 911 and 988
2. Number of calls to 911 and other call sources

Objective 4 – 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.

Strategy 1: Collaborate with stakeholders to develop and implement recommendations for increased involvement by the police department in restorative justice programs.

Metrics:

1. Number of referrals by the police department to the restorative justice programs



Engagement

We will continue to build trust and mutual understanding by enhancing engagement strategies within the framework of community-focused policing.

Objective 1 – Seek full staffing, recognizing the need for diversity, to ensure optimum public safety for the people of Grand Rapids.

Strategy 1: Utilize resources, including EPIC Recruiting, Interview Now, and updated social media and recruiting videos to reach a more robust and diverse candidate pool.

Strategy 2: Enhance recruiting efforts to include trips to Historically Black Colleges and Universities (HBCUs) and military events, youth programs, community events, connection to athletic programs, and collaboration with community organizations.

Metrics:

1. Percent of beats covered 24/7/365 segmented by shift and geography
2. Number of authorized (budgeted) police personnel broken down by specialty/division/beat, race, ethnicity and gender identity
3. Number of position vacancies among sworn and civilian employees
4. Number of recruiting events attended and hours, including recruiting activity taking place specifically within the neighborhoods

5. Number of GRPD website visits
6. Percent of total applicants and recruit candidates that are Black, Indigenous or People of Color (BIPOC)

Objective 2 – Educate, engage, and communicate how GRPD services and are delivered; provide ongoing, meaningful opportunities for community dialogue as policing practices evolve.

Strategy 1: Continue to educate the community and City leadership on police operations with continuation of the Citizens Police Academy, Youth Police Academy and timely dissemination of information on critical incidents. Collaborate on educational videos and opportunities with OPA, the City Communications Department, and community stakeholders. Offer a Police 101 workshop/mobile-Citizens Police Academy to community stakeholders

Strategy 2: Enhance community safety and well-being by building relationships with residents and community agencies and providing trauma-informed, culturally-relevant services to survivors of crime.

Strategy 3: Ensure equitable engagement representation throughout the city.

Engagement cont.

Strategy 4: Use available communications channels including media relations, digital media, and social media as an extension of community outreach efforts to share information, improve transparency and build relationships.

Metrics:

1. Number and locations of GRPD engagement opportunities hosted/attended
2. Number of people that the Victim Services Coordinator provides information and referral services to segmented by race and gender
3. Percent of residents rating their overall feeling of safety in Grand Rapids as excellent or good as measured by the National Community Survey
4. Number of people participating in the Citizens Police Academy and Youth Police Academy

Objective 3 – 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.

Strategy 1: Provide accurate and timely data to the Police Metric Dashboard for community education and transparency.

Strategy 2: Continue the Police Chief’s Advisory Team (PCAT) providing input on items such as budget, policy, performance metrics and outcomes.

Strategy 3: Reimagine Police Chief’s Youth Advisory Board.

Strategy 4: Continue to ensure that a guardian culture of impartial and constitutional policing is the bedrock of the organization.

Strategy 5: Partner with local community organizations to continue internal education on the historical context of interactions with law enforcement, especially in communities of color.

Metrics:

1. GRPD will provide monthly crime stat updates on the Police Metrics Dashboard Grand Rapids Crime Map and other presentations as appropriate
2. Number of trainings and hours offered in partnership with OPA
3. Number of people participating in the Police Chief’s Advisory Team



Implementation



This plan will be implemented by:

- Maintaining a comprehensive and publicly available Police Metric Dashboard – grandrapidsmi.gov/GRPDDashboard
- 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.
- Providing a mid-year and annual update to the City Manager and City Commission as well as monthly updates to the Public Safety Committee.
- Sharing all performance reports publicly via our website and through other communication methods.
- Updating the plan as needed.
- Continuing to be responsive to daily inquiries about police operations from City leadership, the public and the media.



You can find a copy of this plan as well as mid-year and annual performance reports at grandrapidsmi.gov/GRPDStrategicPlan. In addition, Public Safety Committee presentations are available on our City Commission Briefings web page [here](#).

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 to request 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. We continue to learn, iterate and innovate. 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



**Grand Rapids Police Department
Strategic Plan**