



City of Grand Rapids Office of Oversight & Public Accountability



Draft Strategic Plan and
Comprehensive Report Update

August 25, 2020

Strategic Planning Process



NACOLE's 12 Core Elements of Effective Civilian Oversight

Independence

Adequate
Jurisdictional
Authority

Unfettered Access
to Records

Full Cooperation

Access to Law
Enforcement
Executives and
Internal Affairs Staff

Support of Process
Stakeholders

Adequate
Resources

Public Reporting
and Transparency

Use of Statistical
Pattern Analysis

Community
Outreach

Community
Involvement

Respect for
Confidentiality

Update on OPA's Strategic Planning Efforts



Draft Independent Comprehensive Status Report on Police Studies and Recommendations

The 12 Point Plan – The Lamberth Traffic Stop Study – 21st Century Policing Report
The Deployment Study – SAFE Taskforce Report

DRAFT INDEPENDENT
COMPREHENSIVE STATUS
REPORT ON POLICE STUDIES
AND RECOMENDATIONS

AUGUST 11, 2020



- **Qualified Analysis:** There were issues with the data or data control that was used to prepare the report. There were significant issues with how GRPD has recorded data related to these items. It was difficult to obtain the necessary information and supporting documentation from the GRPD Office of Research and Planning. To some extent, the passage of time played a part in the difficulties presented in obtaining supporting documentation.
- This report was drafted before the release of the GRPD Draft Strategic Plan, but with the understanding that it would be released on or before August 11, 2020.
- This report provides a status update on GR police studies.

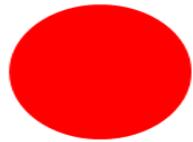
Using the Report



Completed – This recommendation or similarly purposed actions have been fully implemented in City/Public Safety Operations.



Some Progress – Some Progress has been made toward the full implementation of this recommendation into City/Public Safety Operations.



Nominal/No Progress – Either no progress or an insignificant amount of progress has been made toward the implementation of this recommendation.

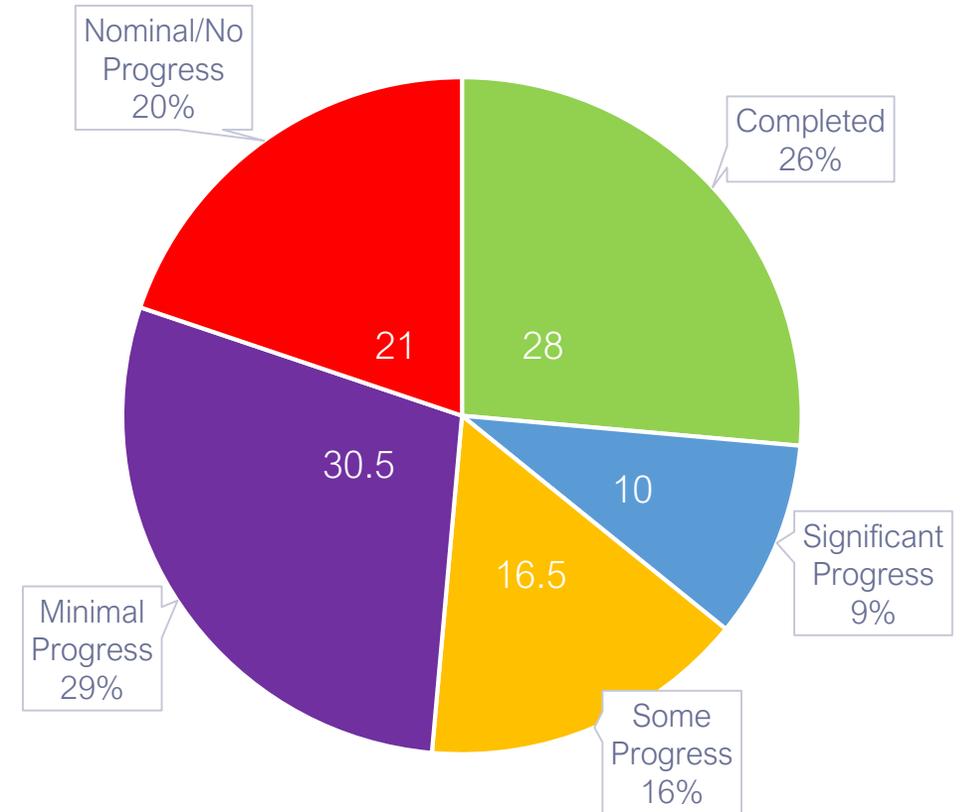


Significant Progress – Significant Progress has been made toward the full implementation of this recommendation in City/Public Safety Operations.



Minimal Progress – Minimal Progress has been made toward the full implementation of this recommendation into City/Public Safety Operations.

Comprehensive Status Update
Total = 106 Recommendations



12-Point Plan to Strengthen Community and Police Relations

	Recommendations	Status	Outcomes
1	Review all Police and Fire hiring practices to ensure diverse workforce	COMPLETE	Most diverse class of police and fire recruits hired in March 2017
2	Create additional opportunities for Police Chief and service area Captains to regularly engage with community	COMPLETE & ONGOING	Regular Coffee with a Cop, office hours with Chief and community listening sessions
3	Mandatory cultural competence and implicit bias training for all police officers	COMPLETE & ONGOING	All sworn officers received initial training in spring 2016 and are undergoing it on continual basis
4	Develop Police Department Strategic Plan that provides framework for strengthening community and police relations	COMPLETE	Police Department completed an organizational review and released it in March 2015
5	Phased implementation of body cameras for police officers	COMPLETE	All sworn officers outfitted with body worn cameras by April 2016
6	Develop protocols for body cameras	COMPLETE	Protocols for use of body cameras implemented in December 2015
7	Hire consultant to review disparities in arrests	IN PROGRESS	Awaiting work of Police Policy and Procedure Review Task Force to be completed

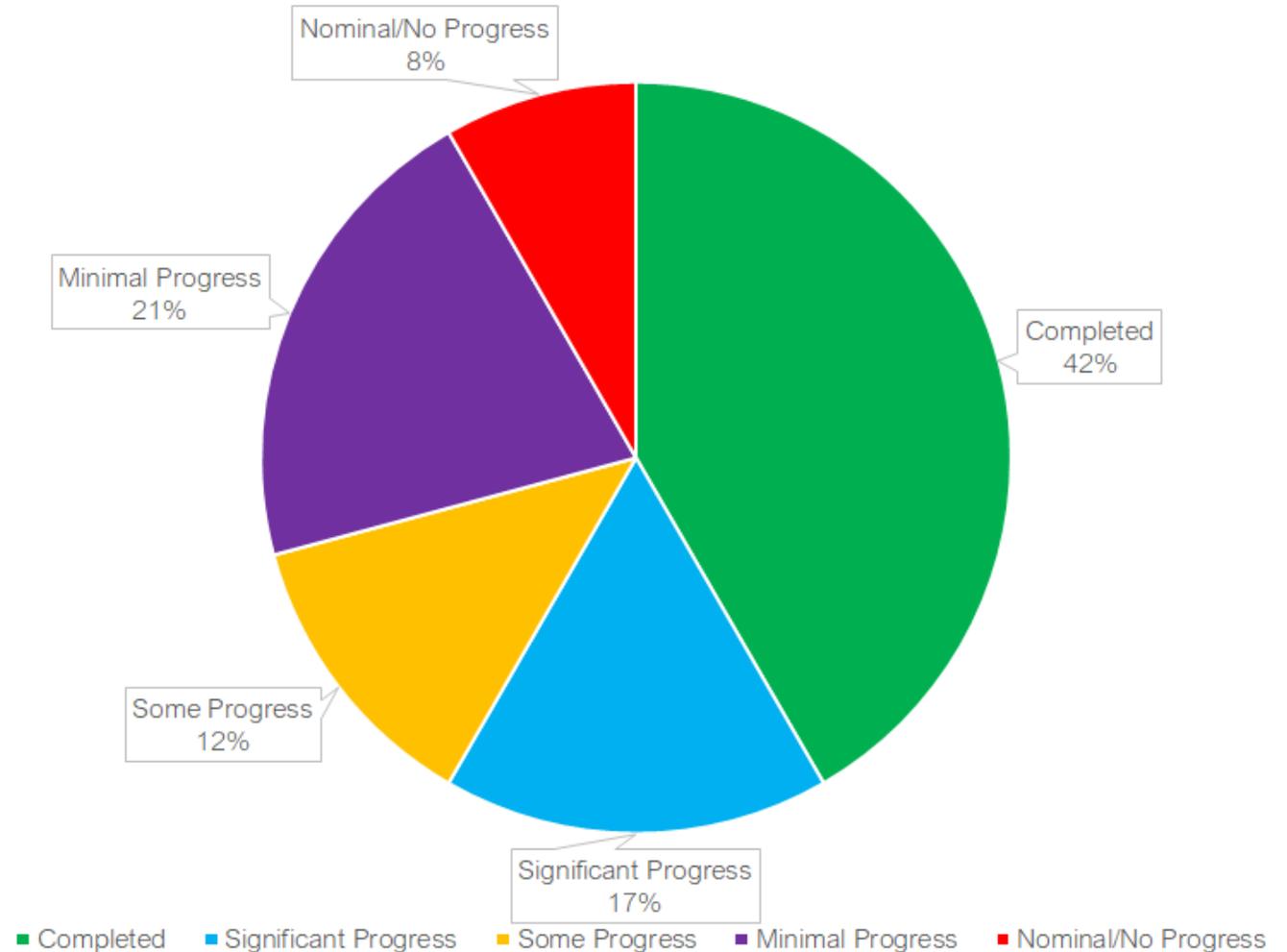
The 12 Point Plan

In 2015, The City of Grand Rapids Created its 12 Point Plan. The 12 Point Plan was intended to improve community relations with police. In many ways, this plan was created in response to community concerns related to the death of Michael Brown, a black teenager that was killed by a police officer in Ferguson, MO and the failure of a Missouri grand jury to issue an indictment against the officers that killed him. This killing received national attention and highlighted the need for greater accountability across the nation, including in Grand Rapids.

The 12 Point Plan

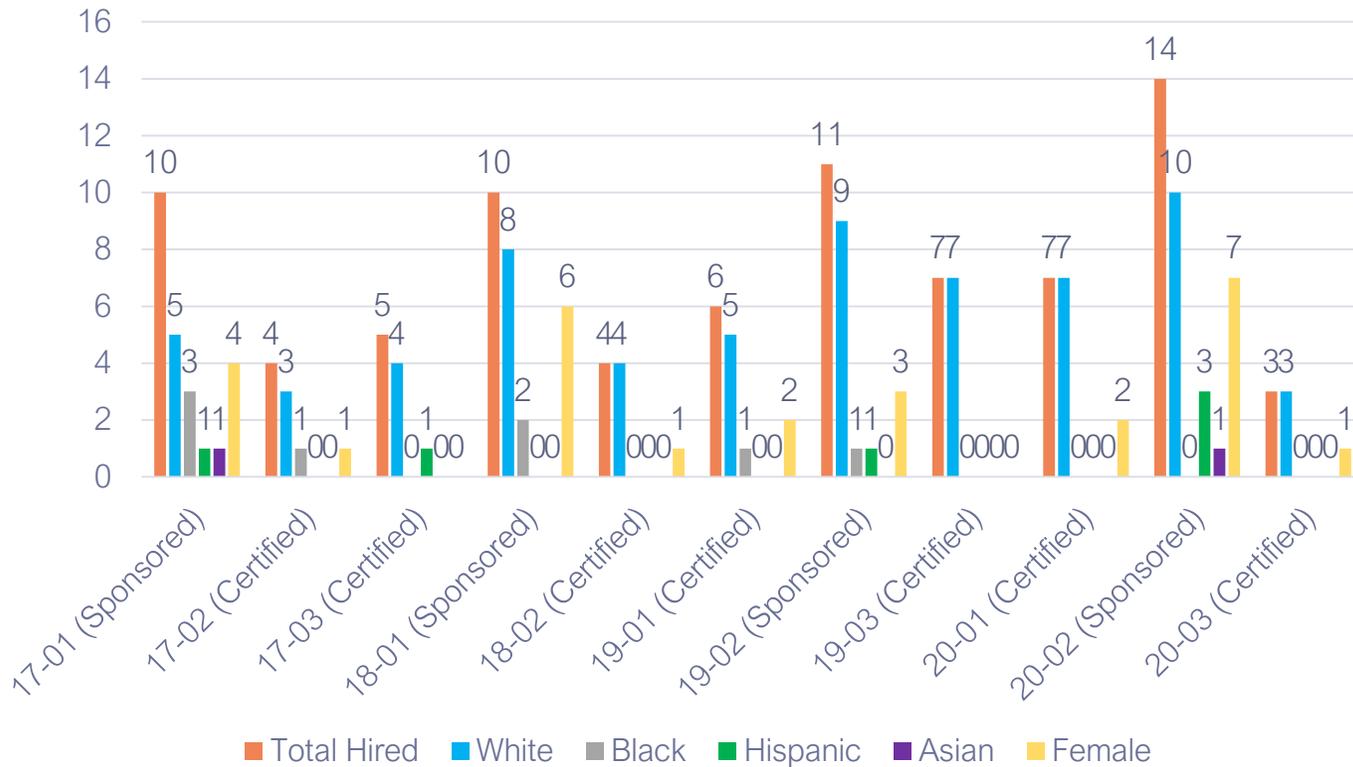
Major Themes

- Diverse Workforce
- Cultural Competency/Implicit Bias Training
- Body Worn Cameras
- Traffic Stop/Arrest Data Analysis

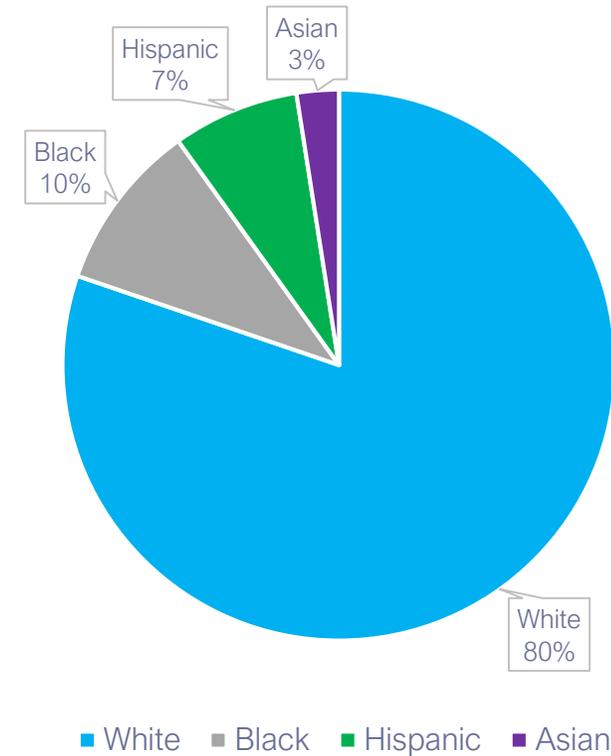


Major Themes: Workforce Diversity

FY 17 – FY 20 GRPD Hiring Demographics
Disaggregated by Race and Gender



FY 17 – FY 20 Police Hiring Demographics
Disaggregated by Race



**The number of African Americans hired was incorrectly listed in the Draft Report. 8 African Americans were hired, not 7.

**GRAND RAPIDS POLICE DEPARTMENT
TRAFFIC STOP DATA ANALYSIS**

**Report for the City
of Grand Rapids**



John Lamberth & Jerry Clayton
Lamberth Consulting



April, 2017

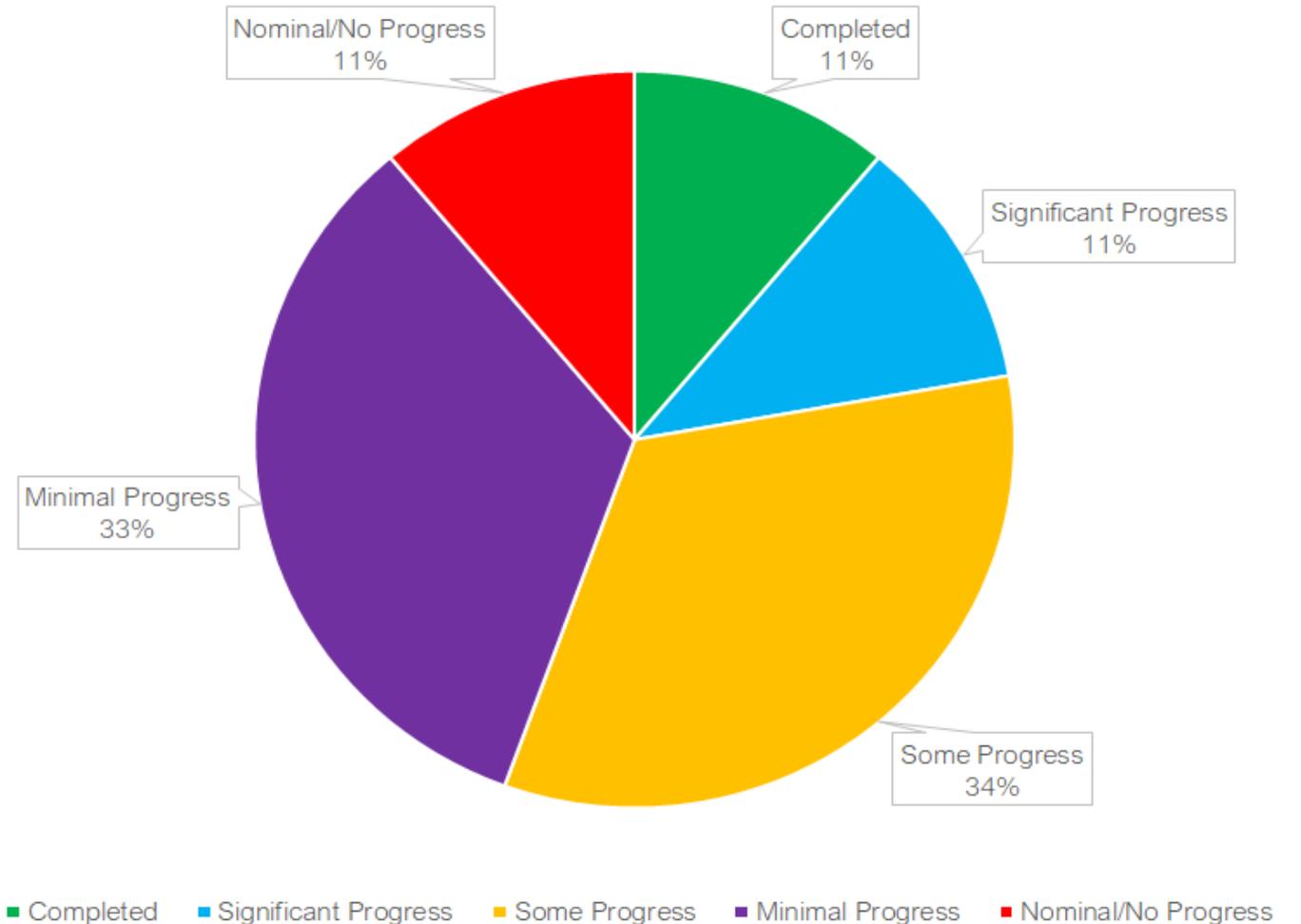
The Lamberth Traffic Stop Study

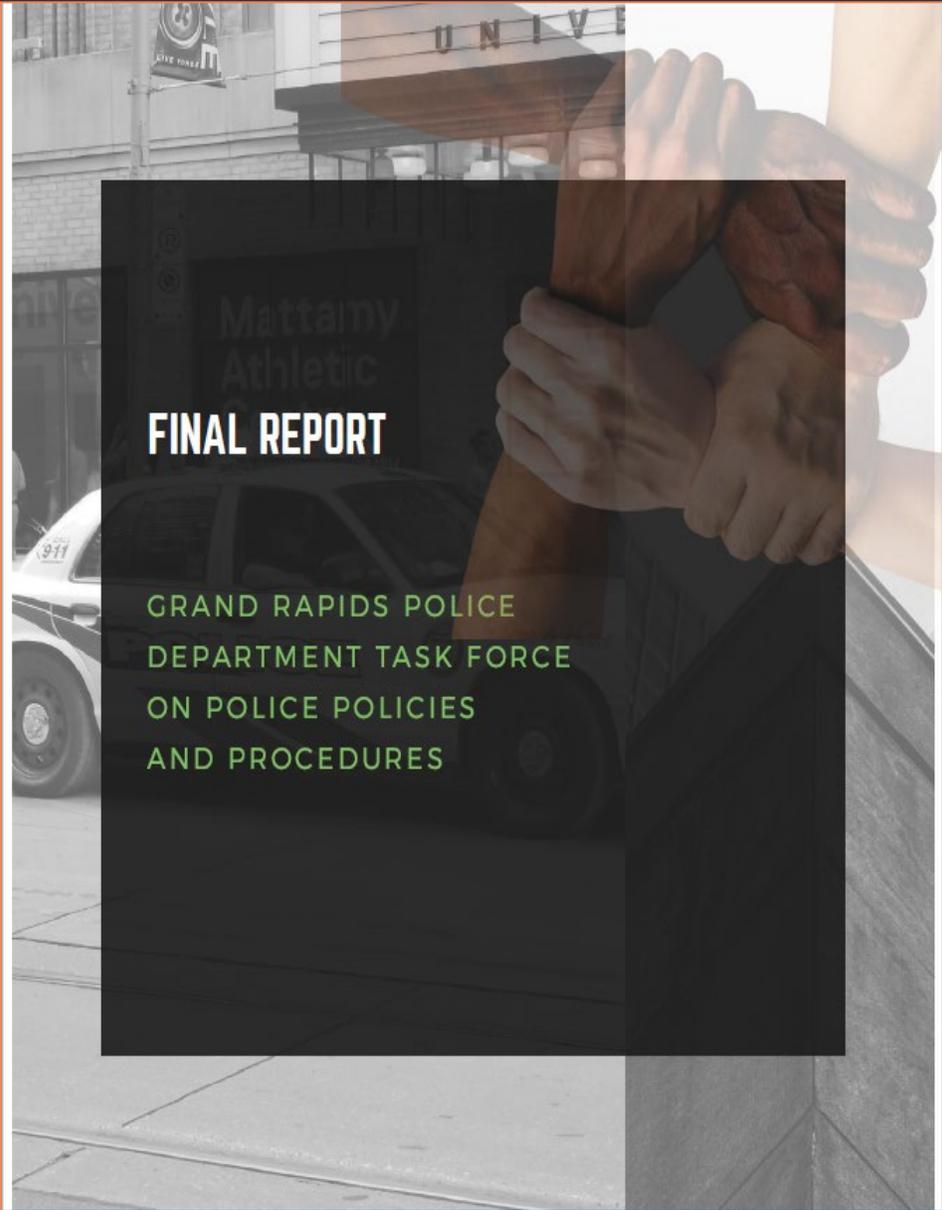
After being contracted by the City of Grand Rapids, in 2017 Lamberth Consulting released a report evaluating racial disparities in Grand Rapids traffic stops. To put it plainly, the study found that Black motorists were stopped more frequently than would be expected based on the number of Black drivers in the traffic stream. The study also found that Black drivers are over-searched during traffic stops.

The Lamberth Traffic Stop Study

Major Themes

- Comprehensive Policy Review
- Data Reporting/Collection Methods
- Cultural Competency/Implicit Bias Training
- Traffic Stop/Arrest Data Analysis
- Community Engagement/Survey





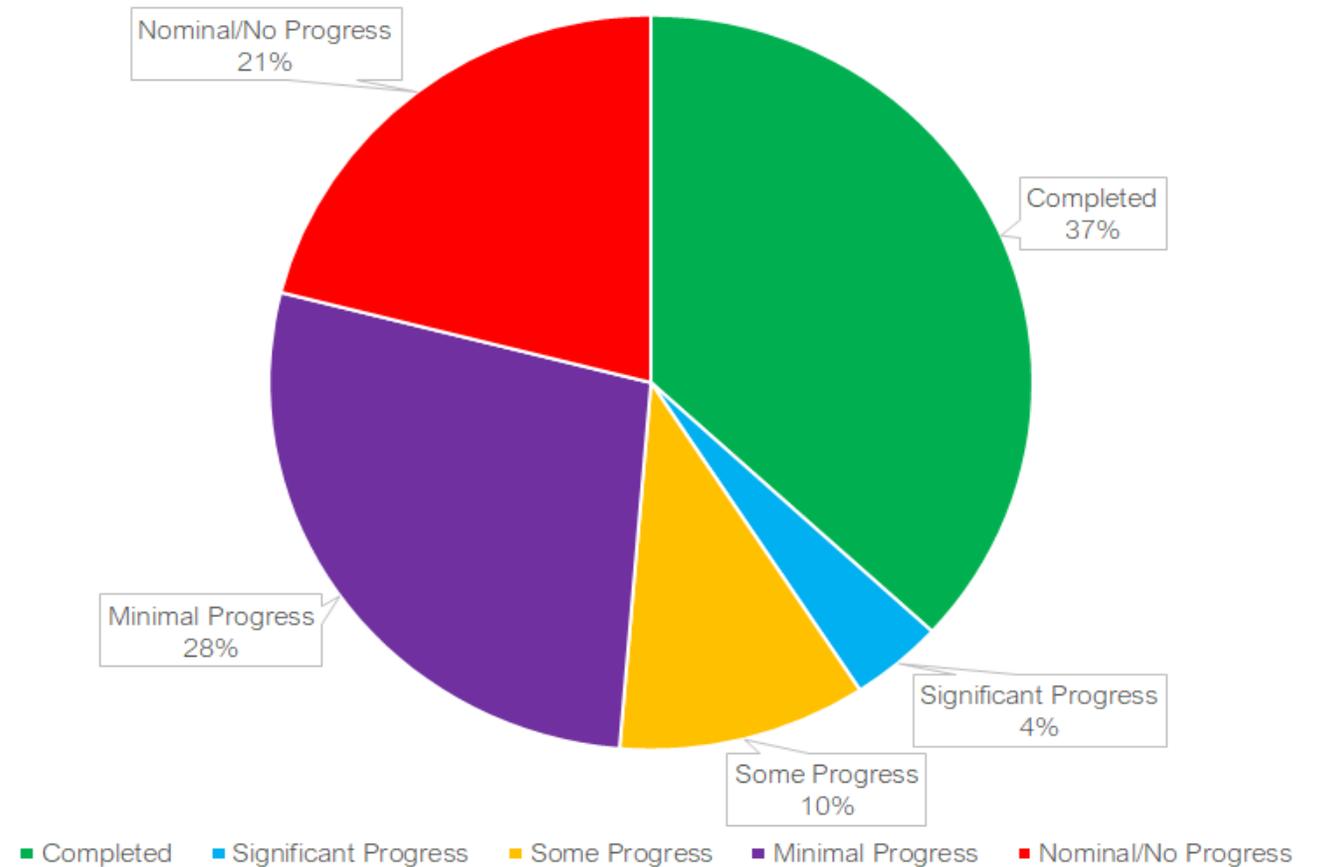
The GRPD Task Force on Police Policies and Procedures Report

In 2017, the Grand Rapids Police Department Taskforce on Police Policies and Procedures released a report containing 38 recommendations to improve policing in Grand Rapids. The GRPD took those recommendations under advisement and implemented some of the recommended changes.

The GRPD Task Force on Police Policies and Procedures Report

Major Themes

- Comprehensive Policy Review
- Data Reporting/Collection Methods
- Cultural Competency/Implicit Bias Training
- Traffic Stop/Arrest Data Analysis
- Community Engagement/Survey



Hillard-Heintze Staffing and Deployment Study

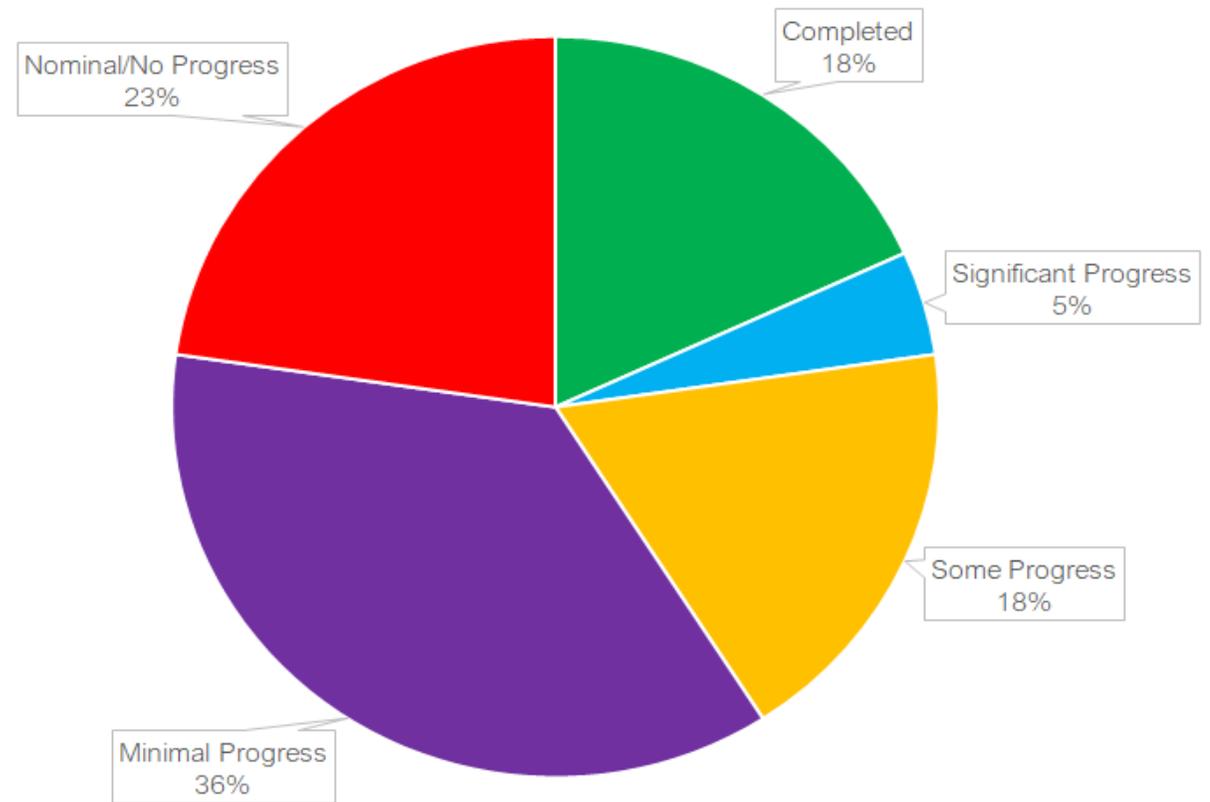


After being contracted by the City of Grand Rapids, in 2019 Hillard-Heintze released an assessment of the staffing of the Grand Rapids Police Departments staffing levels and deployment strategy. The assessment found that GRPD's 2019 sworn staffing levels were sufficient to meet current demand. However, the study also found that limited administrative support and the absence of usable data to direct resource allocation contributes to the pressures felt by officers and managers within GRPD. The analysis recommends providing additional support through administrative staffing in order to allow officers to engage in proactive policing activities. It is reasonable to expect GRPD to have made some progress on the recommendations contained in this report. However, given the short period of time since the recommendations have been made, it is unreasonable to expect that all of the recommendations would be fully implemented at this time.

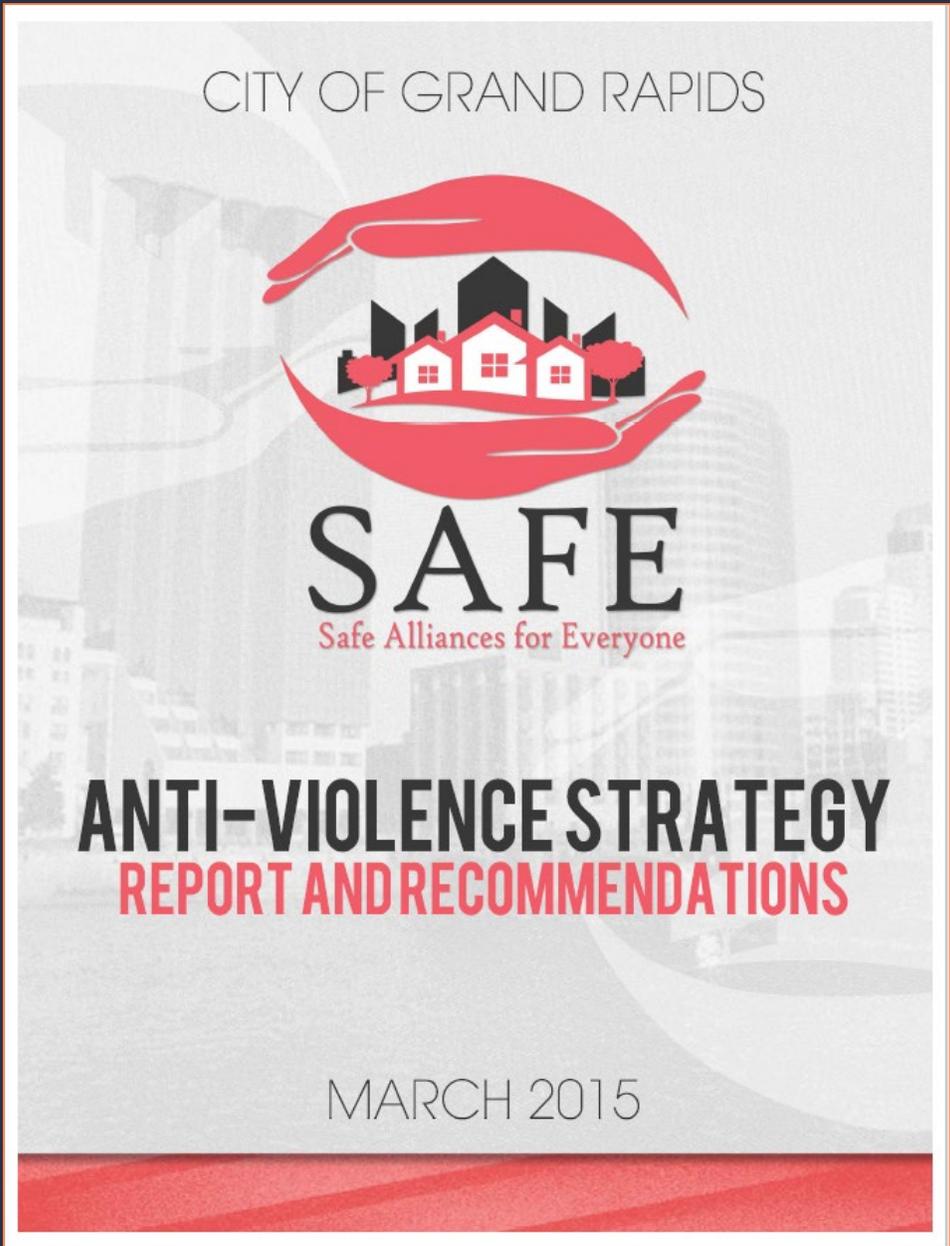
Hillard-Heintze Staffing and Deployment Study

Major Themes

- Formal Policing Strategy/Plan
- Increase Non-sworn Support
- Create Staffing Plan
- Data Reporting/Collection Methods



■ Completed ■ Significant Progress ■ Some Progress ■ Minimal Progress ■ Nominal/No Progress



Safe Alliances for Everyone Anti-Violence Strategy Report and Recommendations

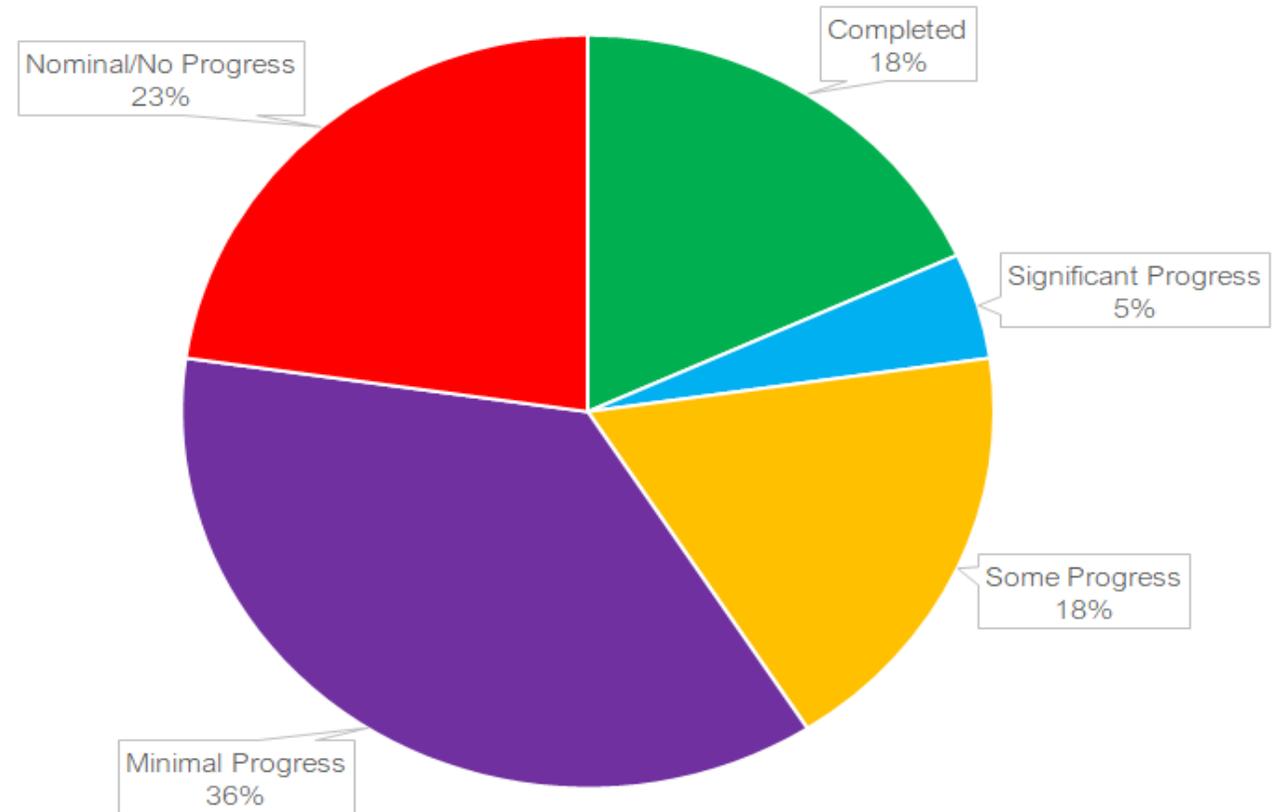
In March of 2015, the Safe Alliances for Everyone (SAFE) Taskforce released a report regarding root causes to the issue of violence in neighborhoods and recommendations that derived from the research of the Taskforce. The Recommendations of the Taskforce were built around 5 PEACE Pillars.

While geared toward reducing violence, this report provided recommendations that would be implemented at multiple levels of government. This comprehensive report will focus on the recommendations that fall within the general purview or are closely related to the work of the Grand Rapids Police Department.

Safe Alliances for Everyone Anti-Violence Strategy Report and Recommendations

Major Themes

- Crime/Violence Reduction Strategy and Technology
- Body Cameras
- Data Reporting/Collection Methods
- Comprehensive Policy Review
- Cultural Competency/Implicit Bias Training
- Traffic Stop/Arrest Data Analysis
- Public Safety Committee



■ Completed ■ Significant Progress ■ Some Progress ■ Minimal Progress ■ Nominal/No Progress

Major Themes: Public Safety Boards and Taskforces

Public Safety Committee

- Staff Liaison: Asante Cain
- Advises City Commission
- Appointed by the Mayor and City Commission
- Reviews and provides recommendations to the City Commission on public safety matters. Created via City ordinance.

Community Relations Council

- Staff Liaison: Patti Caudill
- Advises City Commission and D&I
- Appointed by the Mayor w/ Commission approval
- Discourages and prevents discriminatory practices. Provides advice to City Commission regarding discrimination. Created via City ordinance.

Civilian Appeal Board

- Staff Liaison: Brandon Davis
- Provides findings to the City Manager
- Appointed by the Mayor and City Commission
- An appellate body that reviews the findings of the GRPD Internal Affairs Unit that falls within CAB's jurisdiction. Created via City Commission Policy.

SAFE Taskforce

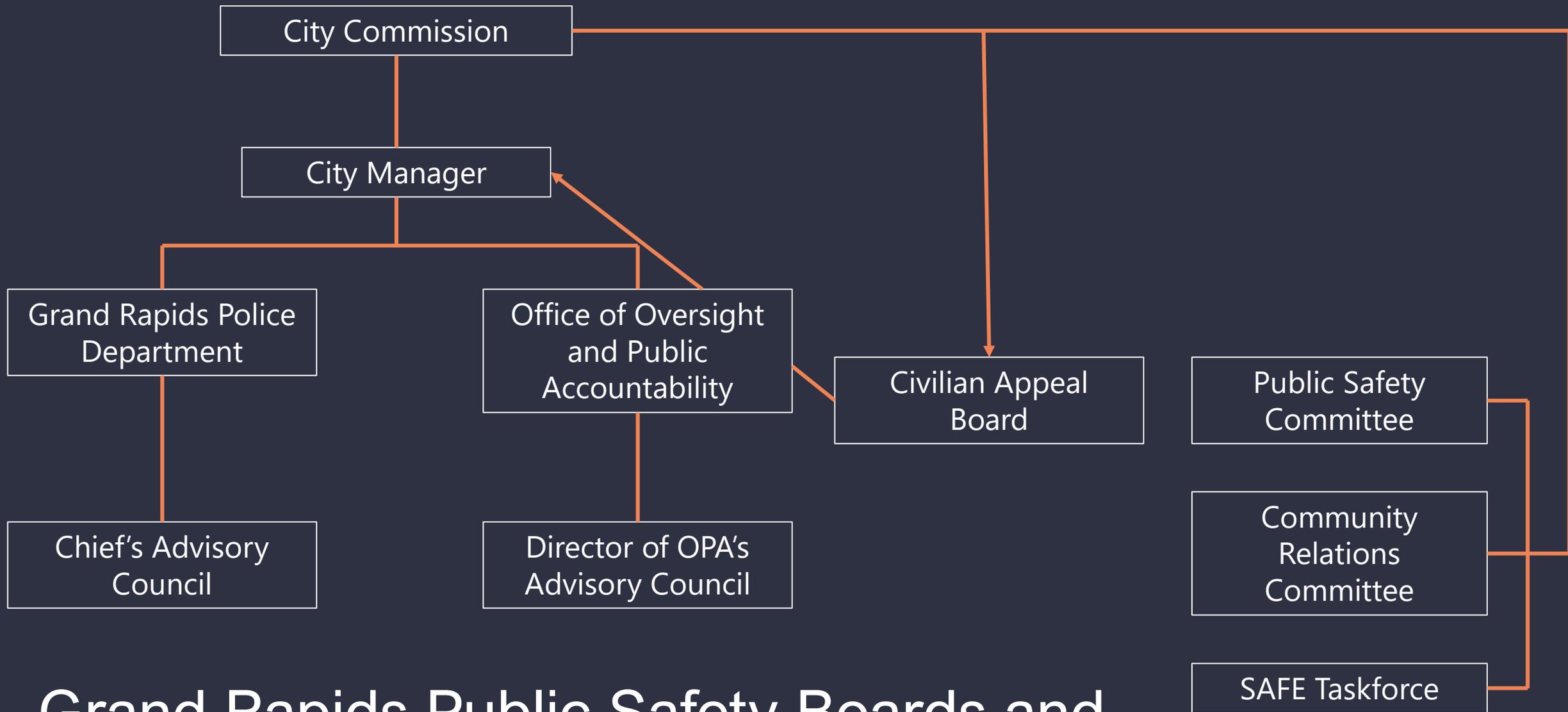
- Staff Liaison: Asante Cain
- Makes recommendations to City Commission
- Originally established as a Mayoral taskforce
- Anti-violence initiative that partners with community and businesses to solve issues 15-24-year-old residents face. Created as a taskforce by Mayor Heartwell.

Chief's Advisory Council

- Staff Liaison: Chief Payne
- Advises the Police Chief
- Appointed by the Police Chief
- Advises the Chief of Police on policy and operational matters including, but not limited to, community engagement and departmental strategy. Created at the discretion of the Chief.

OPA's Advisory Council

- Staff Liaison: Brandon Davis
- Advises the Director of OPA
- Appointed by the Director of OPA
- Advise the Director of OPA on policy and operational matters including, but not limited to, community engagement and departmental strategy. Created at the discretion of the Director.



Grand Rapids Public Safety Boards and Taskforces Interaction Chart – Current State

Draft Office of Oversight and Public Accountability Strategic Plan

FY 2021- FY 2023

Values: T.R.U.E. Justice



Transparency- Always being upfront and honest about what we do and say.



Responsibility- Always being accountable and considering the big picture.



Unity- Always working to build bridges.



Equity- Always advancing just outcomes and opportunities by leading with racial equity to address root causes of disparities.



Justice- Always operating with integrity and doing the right thing.

Vision



The City of Grand Rapids will be nationally recognized as a place where there are just outcomes in our public safety departments and justice system, and healed relationships between community and public safety departments.

Mission

Through **targeted change, accountability, restorative justice, empowerment and engagement**, OPA will help create and improve just outcomes and respectful relationships between public safety and community.

Strategic Priorities: C.A.R.E. +



Change- OPA will help improve public safety policies and operations through innovation and collaboration.



Accountability- OPA will help improve individual, supervisory, and organizational accountability for public safety activities through civilian oversight of all public safety operations



Restorative Justice- OPA will help reduce barriers to trust that have been created by systemic inequities in the criminal justice system or that cause disparate outcomes.

Strategic Priorities: C.A.R.E. +



Empowerment and Engagement- OPA will help enhance communication and education with the public regarding public safety matters.



Plus- Although OPA has a large focus on public safety operations, at the direction of the City Manager, OPA also investigates waste, abuse, fraud, or corruption in City operations and assists with other pertinent issues. The plus in our strategic plan is intended to incorporate the objective and strategies used to accomplish that work.

Change



Objective 1

Embed equity into all public safety operations.

1. Disaggregate all public safety data, to the extent possible, by race ethnicity, gender identity and geography
2. Evaluate the racial equity impacts of all public safety policies and initiatives
3. Work in partnership with the Office of Equity and Engagement and other City departments to ensure that a racial equity lens is applied to budgetary requests
4. Work with the Police Chief and Fire Chief to create a culture based on a guardian mindset and procedural justice to build public trust and legitimacy
5. Collaborate with stakeholders to recommend and implement training opportunities that increase cultural competency and encourage de-escalation

Change



Objective 2

Evaluate current policies, practices, and procedures with an eye for innovation and collaboration.

1. Participate in "ride-alongs" with GRPD and GRFD
2. Develop an OPA advisory committee to ensure that community voice is included in the evaluation of policy
3. Compare GRPD and GRFD policies, training, and other systemic issues to the policies and training of other public safety departments and best practices in policing and reform
4. Review and report on all GRPD use of lethal force reports
5. Work in partnership with GRPD to create, improve, and strengthen policy to address the following: ban on chokeholds, requiring warning before using deadly force, ban on shooting at moving vehicles, creating a duty to intervene, ensuring names and badge numbers are on all uniforms, ban on no knock warrants, and other policy issues

Change



Objective 3

Evaluate and recommend innovative policing strategies that promote safety while simultaneously creating a path to healthy relationships between police and community.

1. Evaluate crime reduction strategies that detect and interrupt conflicts and change social norms
2. Work in partnership with GRPD and GRFD to improve diversity in recruitment and retention of public safety staff
3. Work in partnership with City departments to increase the amount of public safety data available to the public
4. Work in partnership with GRPD to reimagine policing in Grand Rapids
5. Ensure staff from OPA responds to all GRPD shootings

Accountability



Objective 1

Fully equip the Office of Oversight and Public Accountability to serve Grand Rapidians.

1. Determine and seek appropriate resourcing for OPA
2. Develop and publish standard operating procedures and policies
3. Leverage technology to improve the oversight of public safety operations
4. Design and implement a hybrid oversight model that is tailored to Grand Rapids and allows for complaint review, departmental auditing, and investigation as needed
5. Work to ensure that OPA has unfettered access to all public safety records
6. Ensure that the highest ethical standards are embedded into all investigative and administrative activities

Accountability



Objective 1 (cont'd)

Fully equip the Office of Oversight and Public Accountability to serve Grand Rapidians.

7. Ensure that all OPA staff receive training on the history, organization and evolution of GRPD and GRFD and ensure that they are exposed to police training on a wide variety of police practices and procedures, including: patrol; rules of conduct; procedures for detention, arrest booking, transport, and provision of medical care; use of force guidelines including defensive tactics, takedown and pain compliance maneuvers, handcuffing techniques, baton use, use of less lethal and restraint devices, and use of firearms
8. Ensure that staff is trained on the history, culture, and concerns of the communities served by the law enforcement agency, in particular the public's potential concern with biased based policing and racial profiling
9. Ensure that staff receives equity and cultural competency training in addition to the hard skill training needed to perform their responsibilities
10. Strategically leverage outside funding (i.e. grants, philanthropic support, government funding) to support the work of OPA

Accountability



Objective 2

Improve internal complaint processes through increased innovation and collaboration.

1. Evaluate GRPD internal affairs policies and practices
2. Evaluate organizational trends in employee discipline for appropriateness and effectiveness and recommend changes
3. Monitor, and review the internal affairs investigations of every GRPD and GFRD complaint
4. Review and recommend changes to union contracts that prevent just outcomes or transparency
5. Receive complaints and perform a preliminary analysis of those complaints
6. Ensure that the finding of internal affairs are shared publicly

Accountability



Objective 3

Evaluate and improve Civilian Appeal Board Operations

1. Serve as City liaison to the Civilian Appeal Board
2. Create and update marketing materials that explain the operations of the Civilian Appeal Board and processes for civilian input
3. Compare and amend CAB processes to conform with best practices that meet the needs of Grand Rapids
4. Evaluate the existence of conflicts of interest and create policies to address those issues
5. Adjust meeting logistics, including but not limited to meeting time, location, virtual capabilities, and structure in order to increase community participation and elevate resident voice
6. Ensure that the findings of the Civilian Appeal Board are reported publicly

Restorative Justice



Objective 1

Identify systemic issues that cause disparate outcomes in the justice system and implement strategies and programming to address those issues within the City's span of influence.

1. Partner with the City Attorney's Office to address historical systemic inequities and to create alternatives that can be utilized in addition to traditional prosecution
2. Evaluate and recommend the decriminalization of crimes or changes to policies, ordinances, and laws that disparately impact communities of color
3. Implement programming that assists formerly incarcerated individuals with re-establishing themselves as productive members of society
4. Implement expungement programs and other strategies that increase the ability of community members to obtain employment and housing after obtaining a criminal conviction

Restorative Justice



Objective 2

Implement programming that facilitates reconciliation and healing between community and public safety.

1. Identify opportunities for reconciliation by utilizing victim and offender restorative justice practices
2. Work in partnership with GRPD and GRFD to create a public safety community mediation program that focuses on non-disciplinary resolution of complaints
3. Facilitate discussion regarding understanding the racist origins of the historic tension between public safety and race

Restorative Justice



Objective 3

Through the use of data and statistical analysis, evaluate public safety practices and recommend changes that addresses inequities with a focus on unjust outcomes related to race, ethnicity, and gender.

1. Implement traffic stop studies that provide detailed analysis regarding trends and causes of stops in Grand Rapids
2. Implement arrest studies that provide detailed analysis regarding trends and causes of stops in Grand Rapids
3. Regularly evaluate trends in GRPD and GRFD complaints and the findings of those complaints
4. Use findings from annual GRPD and GRFD review processes to identify gaps in current administrative or operational subjects in order to develop training curriculum that increases performance and improves the safety of the community and personnel

Empowerment and Engagement



Objective 1

Increase engagement and transparency regarding public safety matters.

1. Work in partnership with other departments to increase the amount of public safety data available to the public
2. Identify outreach and engagement gaps, such as with historically marginalized populations, and develop a comprehensive public safety community engagement strategy in partnership with community, GRPD, and GRFD
3. Create pathways to elevate community voice in all public safety operations
4. Recognize, promote, and reward exceptional service provided by public safety staff to the Grand Rapids community
5. Promote and maintain a strong digital presence via social media, OPA's webpage, and the TRUE Action –Reimagining Policing webpage
6. Produce semi-annual reports regarding complaint analysis, operational updates, and other relevant observations regarding the work of OPA

Empowerment and Engagement



Objective 2

Educate community regarding applicable laws and policy to increase community understanding and to aid in crime reduction.

1. Implement a civil rights youth academy in partnership with stakeholders designed to serve middle school students
2. Host a city-wide Law Day event designed to introduce middle school students to government and public safety operations
3. Design and implement a “Know Your Rights and Responsibilities” community education campaign that focuses on increasing community understanding of misunderstood ordinances, laws, and responsibilities
4. Educate community regarding the function of the Office of Oversight and Public Accountability
5. Evaluate and align the roles and responsibilities of all public safety boards and taskforces in order to ensure efficiency and transparency and elevate opportunities for residents to serve in these roles
6. Partner with community groups to host regular “OPA Night Out” sessions where OPA interacts with community regarding public safety matters

Empowerment and Engagement



Objective 3

Create opportunities to work in partnership with community to design and recommend changes that support making our community a place where all people feel safe and are safe, at all times.

1. Create pathways to positive relationships between public safety and community
2. Identify and implement non-traditional civilian crime reduction strategies including co-created civilian crime prevention programs
3. Implement an Accountability and Safety Ambassador program that creates a partnership between the City and community to promote accountability and safety in our community
4. Identify responsible methods and options for reimagining policing in Grand Rapids

Plus



Objective 1

Provide oversight in other City operations at the direction of the City Manager.

1. Investigate and report queries regarding waste, abuse, fraud, corruption, or the lack thereof in City Government
2. Educate community regarding City wide complaint processes
3. Promote accountability in all government activities
4. Work in partnership with the office of Equity and Engagement to perform investigations including, but not limited to issues involving the City's Human Rights Ordinance

Planned Programing Efforts

- Operation Fresh Start: Expungement Clinics
- I AM THE DREAM: Civil Rights Youth Academy
- City of Grand Rapids Law Day: An event to reflect on the role of law in the foundation of the country and to recognize its importance for society.
- ReGrow: Returning Citizen Reentry Program
- Talk About It: Public Safety/Community Mediation Program
- Big Ups!: Public Safety Commendation Program
- Trusted Voice: Safety and Accountability Ambassador Program
- Know Your Rights and Responsibilities: Community Education Campaign
- Racial Healing Circles: Facilitated community discussion regarding understanding the historic tension around public safety and race
- ASK! Social Justice Diversion Program: a program designed to reduce disparities and recidivism by allowing defendants charged with minor offenses the opportunity to earn a dismissal by taking responsibility for their actions and engage in personal and community service.

Implementation



- Create procedures to operationalize the strategies detailed in this plan.
- Redesign OPA's website to make access to data and complaint tools readily accessible.
- Conduct internal and external education regarding the role and focus of OPA
- Report out on the progress of this plan on a semi-annual basis
- Work in partnership with community, the Grand Rapids Police Department, and the Grand Rapids Fire Department to ensure that all people feel safe and are safe, at all times in our community.
- Recruit talented staff to help execute the mission of OPA by pursuing justice.



Questions?
