

Greeley Police Department

STRATEGIC PLAN

(Revised January, 2018)



Strategic planning is an organization's process for determining its future direction and allocating resources to pursue that direction.

A STRATEGIC PLAN FOR THE GREELEY POLICE DEPARTMENT

OVERVIEW

Strategic planning is an organization's process for determining its future direction and allocating resources to pursue that direction. In order to determine where it is going, an organization first needs to know where it is at the moment and how it intends to go about getting to a new place. The resulting document is called the strategic plan.

It is the policy of the Greeley Police Department to maintain a strategic planning process to articulate the direction of the organization and identify the resources and actions needed to get there. The plan will be updated yearly or as needed. The information contained in the plan must be readily available to provide guidance to each police employee. It also should be accessible to the City's elected officials and the public. To that end the plan has been placed on the Police Department's website.

The Department's Vision, Mission Statement, Core Values and Goals are all integral parts of its strategic plan. But no less important are the organization's plans to confront the public safety challenges anticipated to occur over the next 3-5 years. Experience has shown that even limiting the scope of the plan to that time period will almost certainly include surprises and unexpected challenges. The Department must remain flexible in its response to new scenarios. In order to be truly useful, a strategic plan must allow for change.

A strategic plan must be much more than a cataloging of anticipated problems and a wish list of additional people and things, even though resources are a key part of the planning process. The plan must recognize that fiscal realities will dictate that virtually never will every desired resource be available nor will every goal be attained. Choices will have to be made and priorities set. That, too, is part of strategic planning.

The Greeley Police Department's reason for existing is to improve the quality of life for the city's residents by increasing their sense of safety and well-being and providing them with exceptional customer service. That overarching purpose is reflected in the Department's Vision, Mission Statement, and Goals. The organization's listing of its Core Values helps to describe how its members will carry out those tasks

VISION

We envision a cooperative, collaborative effort between community members and their police to create a safer, better Greeley.

MISSION STATEMENT

The mission of the Greeley Police Department is to improve the quality of life for the people of our community.

CORE VALUES

The Police Department's "We Care" Core Values were developed by a committee of GPD employees. The employees of the Greeley Police Department accept the obligation to lead, serve, and honor the community and each other by standing for the following values:

- ◆ **W**isdom. We will be dedicated to enhancing our knowledge and training to enable ourselves to make the right decisions.
- ◆ **E**thics. Honesty and truth will be the standard in all our actions with the community and each other.
- ◆ **C**ourage. We will uphold and follow the law in the face of fear, danger, and temptation even when it requires sacrifice.
- ◆ **A**ccountability. We will create an environment that demands compliance with the spirit and letter of our Code of Conduct.
- ◆ **R**espect. It is our duty to treat each other and all those we serve with professionalism, compassion, and empathy.
- ◆ **E**fficiency. We will be good stewards of the taxpayers' money entrusted to us. We will work hard for the salary we are paid and ensure that expenditures are for the purpose of enhancing public safety and improving our operational effectiveness.

Beyond these general guidelines, a strategic plan spells out the future challenges an organization expects to encounter and how it plans to meet them with both effectiveness and efficiency. Those anticipated challenges and how the Greeley Police Department intends to cope with them over the next several years are identified next.

PERSONNEL RESOURCES

The success of any organization depends largely upon its people. During the period of this strategic plan, the Greeley Police Department will seek to hire the very best applicants and prepare them to excel as employees of the City. We also will emphasize the continued development of our tenured employees. We recognize that in the hiring, assignment and training of employees their earned reputation for honesty and integrity as positive role models in the community is at least as important as their technical skills.

We also recognize our obligation in strategic planning to utilize the City's financial resources wisely and responsibly in striving to meet the needs of the future. We realize that there is a direct relationship between the human resources we have and the customer service that we can deliver. We will work in cooperation with the Department of Human

Resources and the City's leadership team in addressing the Department's (and the community's) legitimate needs.

ACTION STEPS

Annually conduct a staffing study in each division of the Department aimed at identifying requirements for sworn or civilian employees.

Each division commander annually will examine the need for personnel resources in his own area of responsibility. For example, the need for additional civilian support personnel intended to free up sworn officers for law enforcement duties has previously been noted. It makes good organizational sense to conduct a comprehensive and coordinated assessment of the Department's personnel needs for the next several years. City Council has authorized adding two police officers and one civilian Public Safety Technician (PST) to the Department's ranks in 2018. It is evident that with Greeley's continuing increase in both population and Priority One calls additional Patrol officers, detectives, and first – line supervisors will need to be added to GPD each year in the foreseeable future. Additional civilian personnel will be required to support these officers.

Request authorization for over-hire of sworn personnel when sufficient numbers of quality applicants exist.

Many law enforcement agencies struggle to catch up with the inevitable sworn personnel attrition that occurs continuously. It is vital that, when sufficient financial resources exist, the Department seek the City Manager's approval to hire beyond authorized strength in order to more quickly fill the sworn vacancies that inevitably will occur. Planning will include consideration for the City's financial picture and involve the Departments of Finance and Human Resources in addition to the City Manager.

Continuously review and revise, as appropriate, the selection criteria for both sworn and non-sworn employees, with emphasis on educational requirements.

The general and technical knowledge required to be a successful police officer is growing in volume and complexity every year. The same holds true for the Department's non-sworn positions. As a consequence, it is necessary for GPD to review its "entrance requirements" on a continuing basis to assure that only candidates demonstrating intelligence, integrity and good decision-making skills become City employees. It is anticipated that more stringent educational requirements will be implemented over time.

Continuously review and revise the Department's officer recruitment process.

The Department recognizes that there are identifiable differences in the various generations of potential police employees who are on the job market today. It is also recognized that these potential applicants are accessing different media in their job searches, and in many cases are seeking different job rewards than earlier generations. As a result the Department will examine all facets of the recruiting process and make revisions as necessary. This will be a continuing effort as opposed to a one-time "fix." A heavier reliance on social media for recruiting will continue to be among the revisions to the process.

To aid in employee retention, identify additional means of recognizing and rewarding exceptional work.

Employees everywhere like to hear that they did a good job. Commendations issued to police employees by their bosses are common occurrences at GPD. Commendations may range from a personal note from the Chief to an oral “attaboy” from a sergeant in a briefing session. Nevertheless, the organization recognizes that additional means for rewarding exceptional work are a necessity in virtually every organization. The Department’s leadership staff will identify further means for honoring employees who excel. This effort recognizes the reality that, when surveyed, many employees indicate a desire for additional recognition from their supervisors.

As a part of the succession planning process, prepare the Department’s next generation of leaders for additional responsibilities.

Leadership training is a component of the Police Department’s training and education process. The Department highly values formal education and requires a four-year college degree as a prerequisite for attaining higher rank. The Department facilitates attendance for budding leaders at the leadership courses offered by the Federal Bureau of Investigation’s National Academy and Northwestern University. Coaching and mentoring efforts also will remain parts of the leadership succession planning process, as will the new sergeant field training program and the Leadership of Police Organizations course sponsored by the national and state chiefs’ associations.

Provide additional supervisory training and supervision.

Develop a corporal rank to recognize informal leaders within the Department that have demonstrated their commitment to the profession by obtaining additional education, being involved in the community, and developing subject matter expertise.

DEPARTMENT PHILOSOPHY AND VISION

The Department’s philosophy is based upon several basic, guiding principles. A basic principle includes the vision that community policing means that the Department and the Greeley community must address public safety and quality of the life issues as equal partners. The realization means that the police can never succeed in their duties if they operate as an occupying army. Officers must have the support and cooperation of the citizens they serve if they are to succeed as effective guardians of the public safety. The Department’s Vision for the future sees the personnel of the Police Department working in cooperation and collaboration with the citizens of the community in building a safer, better Greeley. In addition, in order to maintain the strong support of the community the Department will continue to seek ways to be transparent and accountable in its operations.

Additionally, the Department’s personnel recognize the sanctity of human life and will seek to utilize training, tactics, and technology to further GPD’s endeavors in de-escalation of force whenever feasible.

The Department's philosophy recognizes that while crime prevention and crime suppression are equally important components of the GPD mission, preventing a crime from occurring in the first place is always to be preferred over solving it. Preventing crime through its various programs and practices will continue to be an emphasis of the Greeley Police Department.

Our philosophy recognizes that the people of Greeley are our customers and are our reason for existing as an organization. The Department's goal is to provide Exceptional Customer Service to the people who are, in fact, our customers. This goal is reflected in the admonition to our employees: "Find a Way to Help."

Finally, an integral part of GPD's philosophy mandates that we always endeavor to recruit and hire only the finest sworn and civilian employees to serve the citizens of Greeley. The Department will provide these carefully-selected people with comprehensive and continuing training to assure that they are the best at their respective jobs. We also pledge to employ only those professionals whose integrity and ethical principles meet the high expectations of this community.

ACTION STEPS

Conduct an annual review of the Department's mission, goals and values; revise as indicated.

The Greeley environment changes on a continuing basis. Economic and social changes occur in Greeley, as in the rest of the world. New challenges to public safety develop over time, as well. Citizens' expectations of their local government, most especially of their law enforcement, also change. For that reason it is mandatory that the Department's leadership staff and employees re-examine where they are going and how they want to get there. The Department will review its mission, goals and values on an at least annual basis. Revisions will be made and communicated to all employees.

Continue to pursue maximum transparency and accountability in the community.

The more the Department and the community know about each other and the concerns of each, the better it is for understanding and cooperation all around. The Department encourages transparency through such programs as the Citizens Police Academy, Coffee with a Cop, and presentations done by the Neighborhood Action Team. The Department increasingly will rely on social media to listen and talk with the community. The Department also will increase its informational presentations to the public. GPD will continue to direct extra efforts at widening the conversation between the Police Department and students/staff at the University of Northern Colorado.

Emphasize the importance of exceptional customer service ("Find a Way to Help") with all Department employees.

"Find a Way to Help" the customer has been the Greeley Police Department's motto for a decade. The Department acknowledges the high standards of customer service

expected by the citizens of Greeley and will strive to meet those expectations. Introductory orientation to the Department, in-service training, and supervisory role modeling all will be used to solidify a commitment to exceptional customer service in the Department's culture and traditions.

Continue the Department's emphasis on integrity and ethical behavior from all employees.

Like exceptional customer service, an expectation for honesty, integrity and ethical behavior is part of the foundation upon which the reputation of the Greeley Police Department rests. This expectation is reflected in the Department's core values which were developed by the employees themselves. Close attention to the Department's selection, promotion and Professional Standards (Internal Affairs) processes will help assure that integrity remains GPD's guiding watchword into the future. Further, the Department's leadership staff recognizes its obligation to role model exemplary ethical behavior in all actions internal and external to the Greeley Police Department.

CRIME SUPPRESSION

For over a decade a goal of the Greeley Police Department has been the arrest of career criminals. The Department has enjoyed considerable success in this effort, as reflected in Part One crime rates. However, a growing population and an increasing number of state prison parolees being released to the area will pose serious challenges for the future.

ACTION STEPS

Continue the Department-wide emphasis on the arrest and prosecution of known career criminals.

Over the past several years the Department's strong emphasis on the arrest and prosecution of career criminals has borne fruit. The Police Department will continue its goal of concentrating enforcement efforts on chronic offenders, including criminal gang members, into the foreseeable future. The Department's ultimate target will be the elimination of major crime and the disbanding of criminal gangs within the city of Greeley. The Special Enforcement Team (SET) and Gang Unit will play major roles in this effort, as will GPD partnerships with other law enforcement agencies, including the FBI and BATF.

Continue to focus on the downtown area through increased police presence and information-sharing.

The Department recognizes that a vibrant and economically healthy downtown is dependent upon the perception that the area is safe for shoppers and those seeking dining and entertainment venues. GPD will support the Downtown Development Authority (DDA) and other downtown interests via increased preventive patrol, including foot patrol. In addition, the Department will work with all downtown interests in providing crime

prevention advice as well as accurate information about actual criminal activity. GPD also will give appropriate attention to “nuisance” violations such as aggressive panhandling and public intoxication. A newly-established Downtown Outreach office will help in this effort, as will a newly-created downtown Patrol sector or beat.

Apply the benefits of Data Driven Approach to Crime and Traffic Safety (DDACTS) to reduce crime and traffic accidents.

The practice of concentrating enforcement resources in the areas where data indicate that high crime and high accident numbers overlap has proven effective in reducing both criminal activity and traffic accidents. The Police Department will continue to invest resources in its DDACTS efforts.

Develop and share intelligence and tracking information on known, dangerous offenders.

The Department will utilize crime analysis and intelligence-led policing in an effort to identify and track Weld County’s most dangerous and wanted criminal offenders. The Special Enforcement Team, Gang Unit and sex offender registration unit will be involved in this effort. In addition, the Department will expand its intelligence-sharing with other area law enforcement entities, including federal agencies.

Improve police services provided to Greeley’s mentally ill citizens.

Law enforcement agencies across the nation are seeing a significant increase in the number of calls and contacts involving profoundly mentally ill persons. Some of these people have alcohol and drug abuse issues and are homeless, as well. These citizens are more often the victims of crime than they are the perpetrators. Especially alarming are the number of attempted suicide calls to which GPD responds on a virtually daily basis. Some of these are potential “suicide by cop” calls that place police officers and citizens alike at extreme risk. The Department will expand training and seek additional tactics, techniques, de-escalation skills, and technology for working with these severely troubled people. In addition, the Department recently partnered with the Evans Police Department and received a grant to provide additional mobile services to the mentally ill. This program will be fleshed out during the next year.

Provide additional focus on Greeley’s transient and homeless populations.

The number of transient or homeless persons on the streets of the city is growing. Too often, these citizens are the victims of crime. On other occasions, some are the perpetrators. In both situations considerable first responder resources come into play. The Police Department is already working with public and private sectors to address the multiple issues created by these populations. It will be necessary for the Department to continue and expand upon these collaborative efforts in the future.

TRAFFIC SAFETY

For many years one of the Department's goals has been to improve safety for both motorists and pedestrians using the city's roadways. But with a growing population and a steadily increasing number of miles driven locally the total of injury-involved accidents continues to grow. While writing traffic tickets for accident-causing violations is a traditional (and generally beneficial) response to this problem, the Police Department will need to explore additional means for effectively addressing the issue.

Continue and expand enforcement activities.

The Department should, as sworn resources permit, put additional effort into DDACTS and other targeted enforcement actions, such as assigning dedicated drunk-and drugged-driving "hunt and apprehend" units. When resources permit, consideration should be given to creating a new, swing shift Traffic Unit to supplement the day shift Traffic Team.

Pursue an expanded traffic safety public information campaign.

The Police Department in 2018 will launch a multi-faceted public information program designed to discourage distracted, drunk, drugged, and aggressive driving behaviors. Social media posts will play a significant role in this "Drive Friendly" campaign, as will use of the local news media. The goal of all of these efforts will be to impact in a positive manner the aggressive, discourteous driving behavior that contributes heavily to accident statistics. The Police Department recognizes that much more than trite, "feel good" messages will be required to produce tangible, positive results. To that end GPD will seek out unique, perhaps nontraditional approaches to the traffic safety message and its dissemination.

TECHNOLOGY AND EQUIPMENT

It is an established principle of management that successful organizations work smarter, not just harder. Today technology can help a law enforcement organization work smarter. The Greeley Police Department uses Information Technology and other equipment-related advances to aid its officers in working with greater efficiency, effectiveness, and safety. The Department will pursue updated technology and equipment with the understanding that financial constraints exist that will govern what GPD can do and when.

Today there is a steadily growing number of areas in which new technology can impact in a positive manner the effectiveness and efficiency of patrol officers and investigators in their pursuit of criminals. Some of this technology is, however, quite expensive. The Department recognizes its twin obligations to the citizens of Greeley to be both excellent crime fighters and fiscally responsible professionals. The Department's leaders acknowledge these equally important needs and will balance them accordingly.

ACTION STEPS

Maintain a police vehicle fleet that contributes to the safety, efficiency, and effectiveness of our employees.

For many police employees, their vehicle is their work environment, perhaps for an extended time period. The Department will strive to work with Fleet Maintenance and Finance to purchase and maintain safe and well-equipped vehicles suited for the police officer's job and Greeley's climate. These vehicles must be replaced on a reasonable and responsible schedule. At the same time vehicle repair and replacement will be done with consideration of the City's financial constraints.

Research technology that will increase the safety, efficiency, and effectiveness of police officers. Obtain proven technology as finances permit.

From advanced computers to in-car ticket printers, license plate scanners to fingerprint readers, new technology is becoming available on a regular basis to boost the effectiveness, efficiency and safety of police officers. Much of this advanced technology can be mounted in a police car or carried on an officer's person. Today's generation of police employees is technology-savvy and expects the Department to furnish the tools needed to do the law enforcement job in an efficient and effective manner. The Department acknowledges its responsibility to provide its employees with the technology required to do a good (and safe) job. But the Department's leaders also are aware of financial constraints and the reality that other City departments have significant technological needs, too. The Department will monitor technological developments in the criminal justice field and seek to obtain affordable, leading edge technology that will make tangible contributions to employee safety, efficiency, and effectiveness.

Assist in the selection and installation of a new, interagency public safety I.T. software system.

The Department will continue to work with City I.T., Weld County, vendors, and users in selecting and installing an updated public safety software and hardware system with greater speed and reliability than the current system. This should benefit Patrol, Dispatch, Records, and Jail operations. The ultimate goal is to provide increased reliability, effectiveness, and efficiency to our citizen-customers via first responder services.

Examine and confront the Department's 911 and radio dispatch needs.

Greeley's Police and Fire Departments are served by a county-operated 911/Dispatch center that provides these services to over 40 highly-diverse emergency response entities spread out over almost 4,000 square miles of largely-rural county. Department and City leaders will need to determine when the city's first responders and their customers would be better served by a Greeley-only 911/Dispatch facility. It is acknowledged that building and staffing such a center will be a complex and not inexpensive undertaking.

Research the implementation of a body-worn camera program.

About one-third of the nation's law enforcement agencies have fielded some version of a body-worn camera for police program. Although the results of studies done to date have varied, the majority have indicated an improvement in the results of interactions between camera – equipped officers and the public. The chief of police is on record as supporting the implementation of cameras for GPD, but only after available funding has first been applied to deploying additional sworn personnel on the street. The Department will need to continue to monitor developments concerning body-worn cameras and pursue eventual implementation, if indicated.

ORGANIZATION

Reporting chains of command are important to the success of any contemporary organization. Who reports to whom, who supports whom and where accountability belongs must be clear if that organization is to be successful in carrying out its mission. Command Staff reviews the agency's structure annually and will continue to do so in each of the upcoming years. Revisions will continue to be made as needed in order to improve the effectiveness and efficiency of each work unit of the organization.

ACTION STEPS

Conduct an annual review of the Department's organization chart to assure maximum efficiency, effectiveness, and accountability.

The City's crime picture and customer service needs are subject to change on a continuing basis. The Department must change periodically in order to meet a changing environment and circumstances. At times that will mean making adjustments to the structure of the organization itself. The Department's Command Staff will examine the organization's structure on an annual basis and make revisions, as indicated.

Conduct an annual review of the Department's special units to determine if their continued operation matches the agency's needs.

Law enforcement agencies worldwide tend to create special units to deal with specific community conditions or crime problems. At the Greeley Police Department, specialized units include the Special Enforcement Team, K-9 Unit, Neighborhood Action Team, and the Traffic Enforcement Team. Command Staff will review the purposes and functions of each team yearly with an eye on supplementing team resources, reducing them, doing away with the unit, or merging it with another team, as indicated. It is also possible that a new unit will be created to respond to a new threat or problem or additional duties and responsibilities added to an existing workgroup.

Conduct an annual review of the Department's sector/beat structure and make revisions as indicated.

GPD's patrol officers are deployed throughout the city according to reported crimes and calls for service in each sector of Greeley. Through its crime analysis function, the Department tracks crime trends and patterns. The Department also tracks response times to calls for service. How its patrol personnel are deployed affects both the Department's crime prevention and crime suppression efforts. It also helps create the impression left on citizens regarding customer service. To those ends the Department will review its patrol deployment on a continuing basis and make adjustments where indicated by the available data. For example, in 2017 a new Sector D was created to serve Greeley's downtown area.

Further strengthen communications both inside and outside the Department.

The most effective, efficient organizations maintain excellent communications both internally and externally. It is also true that virtually every organization can improve its communications. The Department will continue its efforts to communicate with the Greeley community through social media as well as in-person presentations. The Greeley Police Department's leadership staff recognizes the extreme importance of community outreach.

Internally, the Department's captains will meet with mid-managers on a weekly basis and the chief of police will hold periodic all-supervisor and all-employee meetings. Command Staff will continue to seek additional means to communicate with both police employees and the community.

SUMMARY

No strategic plan ever conceived could take into account every possible influence and nuance that even a period as short as three to five years might bring. For that reason a strategic plan must be regarded as a living document, subject to revision. At the same time, an organization that operates on a 100% reactive basis without attempting to prepare for the future is doomed to wander in relative ineffectiveness.

By the very nature of its role, law enforcement always will have to devote a significant portion of its resources to reactive measures intended to serve the public safety. Someone has to respond when a citizen dials 911. At the same time the Greeley Police Department pledges to engage in planning aimed at serving and protecting the people of Greeley in the most efficient, effective, and responsible way feasible. In other words, we will engage in strategic planning.