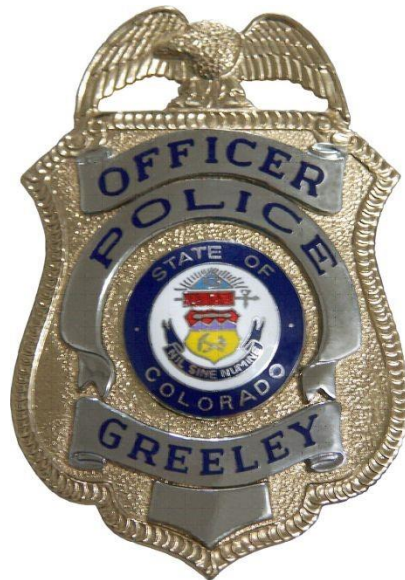


Greeley Police Department

STRATEGIC PLAN

(Revised January, 2021)



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 department's website.

The department's 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 situations. 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 dictate that not every desired resource will always 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 department exists to work with the citizens to protect our community and provide exceptional customer service. That overarching purpose is reflected in the department's Mission Statement, and Goals. The organization's listing of its Core Values helps to describe how its members will carry out those tasks.

MISSION STATEMENT

The mission of the Greeley Police Department is proudly working with the citizens to protect our community.

CORE VALUES

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:

- ◆ **A**ppplied Wisdom. We believe that our individual and collective life experiences have given us the tools to make good judgments in addressing the issues we face. We commit to be lifelong learners.
- ◆ **E**xcellence. We will perform our duties with distinction and to the best of our ability. We will strive to improve our abilities to be innovative and set a standard for others.
- ◆ **A**ccountability. We recognize the profound importance that trustworthy and dependable public servants have to the viability of a community and humbly accept the challenge. Each employee is empowered to rise above circumstances to achieve the service goals set before us.
- ◆ **S**tewardship. We commit to the efficient and effective use of the resources we are provided. We will leave it better than we found it.
- ◆ **P**rincipled Relationships. We strive to develop, strengthen and honor caring relationships in such a way to challenge ourselves and others to be their better selves. We acknowledge that positive results come from the investment of others in our lives. Nothing is ultimately created by oneself. We will practice the Golden rule.
- ◆ **I**ntegrity. We acknowledge that we must carry out our duties with authenticity, fairness, straight-forwardness and transparency in order to honor all who are entrusting us to serve them every day.

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 reputations 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 as we strive 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.

Both deputy chiefs will work together annually to examine the need for personnel resources in their areas 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. In 2020, City Council authorized adding four civilian Public Safety Technicians (PST). With Greeley's increase in population, the necessity for additional personnel will need to be evaluated in conjunction with uncertain economic conditions.

Continue the 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 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 ensure that only candidates demonstrating intelligence, integrity and good decision-making skills become City employees.

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 in 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 means of recognizing and rewarding exceptional work.

Employees 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 to an oral “thanks” from a supervisor or co-worker. 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.

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 department’s training and education process. The department highly values formal education and requires college degrees as a prerequisite for attaining higher rank. The department facilitates attendance for future leaders at leadership courses such as 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.

DEPARTMENT PHILOSOPHY

The Greeley Police Department’s philosophy is based upon several basic, guiding principles. Community policing means that the department and the Greeley community must address public safety and quality of the life issues as equal partners. Officers must have the support and cooperation of the citizens they serve if they are to succeed as effective guardians of the public safety. Personnel of the department will work 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 department.

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 City of Greeley environment changes on a continuing basis. Economic and social changes occur in Greeley. New challenges to public safety develop over time. 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 annually. Revisions will be made and communicated to all employees.

Continue to implement SB-217

As a result of the passage of Senate Bill 217 the department will be required to address the law's provisions in several areas. As a progressive agency GPD is already well on the way to meeting the law's requirements in several areas including our deployment of body worn cameras and the recently implemented method of tracking police contacts. Over the coming years the department will need to continue to develop policies and tailor our response to public calls for service with the requirements of this statute and changing community expectations in mind. We will need to continue implementing best practices to ensure quality police service while at the same time protecting the interest of the City of Greeley and individual police officers.

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 Greeley Police Department and students/staff at the University of Northern Colorado. The department produced a comprehensive annual report beginning in 2019, continuing in 2020, and both are available to the public. We anticipate the annual report will continue in future years.

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 department rests. 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 department.

CRIME SUPPRESSION

For over a decade a goal of the Greeley Police Department has been the arrest of repeat offenders and criminal street gang members. 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 and federal prison parolees being released to the area will pose continued challenges for the future.

ACTION STEPS

Continue the department-wide emphasis on the arrest and prosecution of known repeat offenders and criminal street gangs.

Over the past several years the department's emphasis on the arrest and prosecution of repeat offenders and gang members has borne fruit. The department will continue its goal of proactively concentrating enforcement efforts on chronic repeat offenders, including criminal gang members, into the foreseeable future. The department's ultimate goal will be the reduction and elimination of major crime and the disbanding of criminal street gangs within the City of Greeley. The Special Enforcement Team (SET), the Gang

Unit, and the Repeat Offenders workgroup will play major roles in this effort, as will GPD partnerships with other law enforcement agencies, including the FBI, ATF, Parole, and Probation.

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 through the efforts of officers assigned to the downtown area. The patrol efforts will include foot patrols and bicycle patrols during warmer months. In addition, the department will work with all downtown interests in providing crime prevention advice and presentations, as well as accurate information about actual criminal activity. GPD also will give appropriate attention to “nuisance” violations such as aggressive panhandling, public intoxication and issues involving the homeless transient population in the downtown area.

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 Greeley Police Department partnered with the Evans Police department and received a grant to provide additional mobile services to those who suffer from mental health disorders. This resulted in the formation of the Mental Health Co-Responder program, which is staffed by employees of North Range Behavioral Health who have training and experience in dealing with individuals experiencing mental health crises. Co-Responders are based in both the Greeley and Evans Police

Departments, and work hand-in-hand with officers to address individuals they encounter who suffer from mental health disorders, or are experiencing a mental health crisis.

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 department will continue to work with public and private sectors to address the multiple issues created by these populations. The department recognizes that services in this area will continually be needed and as such, the department is committed to expanding collaboration with resource partners.

OFFICER SAFETY/WELLNESS

The Greeley Police Department promotes safety and wellness at every level of the organization. This is accomplished by offering and promoting psychological services, fitness and employee wellness programs, mandatory seat belt and ballistic vest policies, and safe driving policies. The police department provides an allowance for ballistic vest protection, ensuring employee vests are replaced before they expire. Providing officer wellness requires a conscious investment. Research shows physical fitness and proper diets can reduce officer stress. The police department will explore methods to expand psychological services beyond critical incidents through officer education, training, and wellness visits through the contracted psychological services provider. The police department will continue working to eliminate the stigma associated with police officer psychological support.

ACTION STEPS

Implement New Arrest Control System

After researching several alternatives the department has made the decision to transition to the Krav Maga arrest control system. There are several reasons for this including liability, efficiency, and the lack of current recertification options under our current system. It will be up to the training unit to develop lesson plans for both the initial certification process and for ongoing training.

TRAFFIC SAFETY

One of the goals of the Greeley Police Department is to improve safety for both motorists and pedestrians using the city's roadways. The department will continue to explore additional means for effectively addressing the issue.

Continue and expand enforcement activities.

The department has expanded the days, hours and area for high visibility traffic enforcement. The traffic unit will use traffic data to determine the best strategies to have the most impact on aggressive driving, as well as impaired driving throughout the city. Days and hours will be adjusted as needed to meet the demands of the city.

Pursue an expanded traffic safety public information campaign.

The department launched a multi-faceted public information program designed to discourage distracted, drunk, drugged, and aggressive driving behaviors in 2018. Social media posts will play a significant role in the "Drive Nice, Think Twice" campaign. The department will also involve other city entities and the media to get the message out to the public. 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.

TECHNOLOGY AND EQUIPMENT

It is an established principle of management that successful organizations work smarter, not just harder. Emerging technologies help law enforcement organizations 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 within the constraints of sound financial practices. The department will explore the ability to provide each patrol officer a mobile computing device that the officers can use both in the patrol and in the field. 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 will be replaced on a reasonable and responsible schedule. The department will continuously maintain awareness of advances in police vehicle safety and technology in order to provide the most efficient and effective police service. The department will also undertake a review and revision of the department's patrol vehicle appearance to update the design while maintaining effective identification.

Research technology that will increase the safety, efficiency, and effectiveness of police officers.

From advanced computers to in-car ticket printers, license plate scanners to fingerprint readers, new technology is becoming available on a regular basis that boosts 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. The department is committed to monitoring technological developments in the criminal justice field and obtaining affordable, leading-edge technology that will make tangible contributions to employee safety, efficiency, and effectiveness.

Continue the expansion of the department's video evidence resources.

Surveillance cameras have become commonplace with multitudes of businesses and residential properties that utilize them to provide security. The department knows the value of these systems in the prevention and resolution of criminal events. The equipment and service needs of these types of programs are demanding and can be more efficiently conducted with the installation of a city-wide mesh networking system. The department will continue to pursue options to develop a robust mesh networking system to provide additional resources for the safety of the citizens and investigations of criminal activity. Additionally, the department will seek out avenues to partner with the community on privately-owned video access.

Assist in the maintenance of interagency public safety I.T. software system.

The department will continue to work with City I.T., Weld County P.S.I.T, vendors, and users in maintaining and utilizing the public safety software and hardware system. The 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. The Greeley Police Department has a liaison assigned to both the E-911 and Communications oversight boards. The Greeley Police Department will work with Weld County to ensure the citizens of Greeley receive excellent service.

Maintain a viable and cost effective Body Worn Camera Program.

In 2018, the Greeley Police Department and the City of Greeley made a commitment to fund and implement a department wide Body Worn Camera Program. The Greeley Police Department believes that such a program will provide the public with a high degree of accountability and transparency in how the department serves the public. After the full program deployment in early 2019, the department will work diligently to provide a long term program that is cost effective, professionally run and maintained.

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.

RECORDS

Examine and evaluate Records Division practices, assess current procedures and implement changes in order to improve availability of compiled information for all end users.

The Records Division provides a myriad of services to all agencies within Weld County in addition to compiling and completing law enforcement incident reports for the Greeley Police Department and the Weld County Sheriff's Office. Nationwide, law-enforcement technology has evolved tremendously and continues at an unprecedented speed. Records is facing a variety of challenges with the immense ever-increasing workload of the Greeley Police Department and Weld County Sheriff's Office, in addition to other law enforcement agencies, as they all respond to the population growth of the area. In order to ensure timely availability of information to all end users, recognizing delayed

information ultimately negatively affects officer safety, it is imperative the department stay abreast of new technology, implementing new technology as finances within the department and City allow. Additionally, the annual review of work practices within Records to assess and allocate resources according to evolving needs is critical to maintaining optimum resource allocation.

Examine and address the department’s evidence management needs.

With the implementation of the upgraded public safety software system, Central Square, the department will evaluate the department’s evidence management needs against the capabilities of the system. Evidence management is an ongoing challenge for all police agencies. Efficient management – intake, storage, release and disposal – is imperative to insure effective investigations and prosecution of cases. Police agencies must have an effective and efficient means of filing, storing, retrieving and tracking all property collected by the officers in the course of their daily activities.

Examine and address the management of false alarm activations throughout the City.

Through a collaborative effort with the City, the Greeley Fire Department and the Police Department, the department will seek to efficiently manage and reduce false alarm activations of all kinds (fire, burglar, medical, and others). Alarm systems require effective communication and accountability between all entities involved – the home or business owner, the alarm company, the dispatch center, the appropriate governmental department, the City Council through the municipal code, and the finance department. In order to maximize the efficiency and provide the security intended, the department will seek to evaluate alarm responses, increase accountability of the alarm owners, and increase collection of fees for non-compliant alarms systems throughout the City. The department will examine software solutions for this process which will assist in the departments desire to work smarter not harder.

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 department, specialized units include the School Resource Officer Unit, 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 a periodic 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 regular basis and make adjustments where indicated by the available data. Patrol commanders will be attentive to the Calls for Service report generated by the department's crime analyst for persistent and significant imbalances in call volume in the designated sectors.

Review all intergovernmental agreements with outside agencies and make modifications as appropriate.

The Greeley Police Department has numerous agreements with outside agencies where we jointly operate functions such as, the police range, drug task force, and the regional bomb squad amongst others. As the city continues to grow we need to examine these relationships to ensure that Greeley taxpayers are getting the most efficient use out of department personnel and facilities. Where appropriate the agreements should be modified to ensure that outside agencies are being charged appropriately for the use of Greeley owned facilities and personnel resources.

Further strengthen communications both inside and outside the department.

The most effective, efficient organizations maintain excellent communications both internally and externally. The department will continue its efforts to communicate with the Greeley community through social media as well as in-person presentations. The department's leadership staff recognizes the extreme importance of community outreach.

Internally, the department's Command Staff will continually 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.