GRAND JUNCTION POLICE DEPARTMENT

STRATEGIC PLAN 2019/2020
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Message from the Chief

As Chief of Police for the Grand Junction Police Department, I am pleased to introduce our agency’s 2019-2020 Strategic Plan. This plan is unlike any other we’ve created and we believe it will serve as a guide as we move toward a bright future.

Within this plan, you’ll find our newly revised Vision and Mission Statements, along with our Department Values. These guiding philosophies mirror our focus on the provision of excellent police services. Through a process that involved staff at all levels within the organization, at all ranks and in all capacities, we’ve developed a document that represents not just the goals of the command staff, but rather of the agency in its entirety. These action items will form our agency’s persona for 2019 through 2020. Beyond that, this plan will serve as a blueprint for future strategic plans as our agency continues to grow and evolve to better serve our community.

The strategies outlined within support our five (5) key focus areas:

- Recruitment and Retention
- Staff Development
- Partnerships and Community Engagement
- Technology and Resources
- Progressive Methodology in Policing

Each of these five focus areas are equally crucial to the overall success of our agency. Within each focus area, the goals and objectives also represent our commitment to constantly improving our level of service, not only to members of our community but to the men and women who make up the Grand Junction Police Department and who serve and protect every day.

Thank you for taking the time to review our initiatives and learn more about your police department. We are proud of this document and what it represents, and we hope you find it both informative and valuable as well.
Strategic Planning

In March 2019, Chief Doug Shoemaker convened a two-day workshop to guide the Grand Junction Police Department through an assessment of current organizational challenges and a renewed dialogue about departmental vision, mission, and values. This disciplined effort was coupled with the identification of key focus areas necessary for setting priorities, establishing strategic goals, and adopting an action plan complete with intended outcomes/results. The Issues Based, Alignment Model Strategic Planning included collaborative dialogue and decision making regarding the following components:

Strategic Analysis

- Environmental Scan (SWOT)
- Department Values
- Grand Junction Police Guiding Concepts
- Vision Statement
- Mission Statement

Strategic Direction

- 2019-2020 Key Focus Areas
- Goal Setting
- Action Planning/Objective Setting
GRAND JUNCTION POLICE DEPARTMENT
STRATEGIC PLAN

Environmental Scan

**Strengths:**
- Quality of Employees – High Standards
- Culture- Can do attitude, Professional, Teamwork, Relationships, Values, Family, Integrity
- Training- Emphasis at all levels, from entry to on-going
- Self-assessment-honest critique
- New leadership; top to line level, new ideas and energy
- Forward thinking in the public safety role
- Quality of equipment
- Resilience to adversity
- Technology use – forward thinking
- Community transparency and accountability (and respect for it)
- Compassion-internal and external to the organization
- Professional response and restraint
- Quality of life in Grand Junction

**Weaknesses:**
- Actual staffing levels
- Pay and benefits (competing with other agencies)
- Length of the hiring process
- Physical space to accommodate growth
- Employee diversity- reflecting the community
- Career opportunities
- Technology-Implementation, use, and integration
- Succession planning-sworn and civilian
- Experience- sworn and civilian; cultural and generational
- Resources to implement new strategies
- Staff development- across roles
- Mentoring- vertical and horizontal
- Recognition of employees
- Fleet issues
- Regional isolation
Environmental Scan

Opportunities:

• Community support
• Tax initiative success
• Partnerships- Government, non-governmental organizations, & community
• New collaborations with other area law enforcement entities
• Regional training hub
• Regional academy in Grand Junction-recruitment incentive
• Lifestyle-quality of life (recreation, climate, environment)
• Recruitment-Social media and marketing
• Economy
• Public promotion of the Grand Junction Police Department – telling our story
• Information sharing
• Community education and training
• Involvement in special events
• External training for the police department
• Critical incident training

Threats:

• Morale and burnout (overworked)
• Community expectations for 2B passage - timeline
• City growth and demand for service
• Resources to engage community
• Consistency of economy
• Security of criminal justice data/Cyber threats
• Legislation
• Responses to special populations (mental health, vagrancy)
• Citywide leadership coordination addressing community problems
• Recruiting – keeping up with other law enforcement agencies
• Social and cultural trends/expectations
**Department Values**

Department (Shared) Values are collaboratively elicited statements of the organizational core beliefs regarding responsibility to members and all other stakeholders. These values derive from the personal core values of the men and women of the Grand Junction Police Department.

- **Professionalism** - *Exceeding community expectations through innovative and selfless service.*
- **Integrity** - *Guiding ethical decisions based upon honesty and a centered moral compass in pursuit of organizational goals.*
- **Compassion** - *Serving with dignity, care, and respect.*
- **Service** – *Connecting with our community and our employees through a commitment to excellence.*
Grand Junction Police Guiding Concepts

Utilizing a discussion of the concepts illustrated in *Good to Great*, by Jim Collins, participants endeavored to assess the complex world in which the police department exists and reduce the challenges into simple ideas by asking three questions about the department that will guide how they relate to the world and the decisions they make.

1. *What are we best in the world at doing?*

   Providing exceptional police services defined by our Department Values, delivered by a team of unified law enforcement professionals dedicated to crime reduction, problem solving and enhancing the quality of life in the community.

2. *What are we deeply passionate about?*

   Leading through proactive public safety measures to enhance community safety through innovative policing strategies.

3. *What drives our resource engine?*

   Fostering and strengthening a reputation of professionalism and transparency with our community through effective partnerships.
**Grand Junction Police Vision Statement**
The Vision Statement describes the clear and inspirational long-term desired change resulting from the work of the men and women of the Grand Junction Police Department.

*Policing with honor and distinction.*

**Grand Junction Police Mission Statement**
The Mission Statement reflects the Department philosophy, identity, character, image, and purpose.

*We are committed to enhancing community safety, reducing fear of crime, and elevating the quality of life through partnerships and innovative policing initiatives.*
Key Focus Areas 2019-2020

Key Focus Areas are fundamental to the process of setting strategic direction by and through identifying delivery targets. They expand on the Vision and Mission Statements and begin the process of creating structure around how the Department will achieve its goals.

1. Recruitment and Retention
2. Staff Development
3. Partnerships and Community Engagement
4. Technology and Resources
5. Progressive Methodology in Policing
Goal Setting
Goals are broad statements of a desired outcome within the Key Focus Areas. Goals should be prioritized to align internal operations and address organizational challenges, as well as remaining consistent with the Department Values, Guiding Concepts, and the Vision and Mission Statements.

Action Planning/Objective Setting
Objectives are specific, realistic and achievable targets for 2019 through 2020, within the listed Goals for each Key Focus Area. Each Objective must have:

➢ Tangible Measure and Target Date for completion.
➢ Assignment of Responsibility for oversight on Objective.
➢ Indicators for Fiscal Impact, Policy Impact, and/or Requires Legislation

The following pages will identify the Goals and Objectives within the five Key Focus Areas.
Key Focus Area 1
Recruitment and Retention

Goal #1: Attain and sustain full authorized sworn and civilian staffing levels.

Objective 1a: Develop, document, and publish a comprehensive recruitment plan.
  • Measure: Plan documented and published
  • Target: October 1, 2019
  • Responsibility: Commander Moore
  • Fiscal Impact: None

Objective 1b: Develop procedures and strategies designed to streamline the hiring process while maintaining high standards for selection.
  • Measure: Procedures and strategies documented and adopted.
  • Target: March 1, 2020
  • Responsibility: Commander Moore
  • Fiscal Impact: None
Key Focus Area 1
Recruitment and Retention

Goal #2: Reduce the average annual employee attrition rate to 10%.

Objective 2a: Reinstate and administer the annual Grand Junction Police Department employee satisfaction survey.
   • Measure: Survey administered
   • Target: December 31, 2019
   • Responsibility: Commander Moore
   • Fiscal Impact: None

Objective 2b: Create a culture that recognizes employee accomplishments.
   • Measure: Ensure at minimum one (1) annual awards ceremony is conducted.
   • Target: December 31, 2019
   • Responsibility: Commander Hasty
   • Fiscal Impact: This will only impact the existing awards/recognition budget line item.
Key Focus Area 2
Staff Development

Goal #1: Adopt a training model for professional and personal development.

Objective 1a: Form a training committee to establish core training requirements and opportunities.
  • Measure: Committee formed and conducts first meeting.
  • Target: January 1, 2020
  • Responsibility: Commander Moore
  • Fiscal Impact: None

Objective 1b: Training Committee will research/identify core positional/collateral duty training requirements.
  • Measure: Committee adopts and documents positional/collateral duty training requirements.
  • Target: April 1, 2020, Ongoing
  • Responsibility: Commander Moore
  • Fiscal Impact: None

Objective 1c: Committee will develop a personal development train the trainer’s module for supervisors.
  • Measure: Trainer’s module developed and training delivered.
  • Target: June 1, 2020, Ongoing
  • Responsibility: Deputy Chief Smith
  • Fiscal Impact: None
Key Focus Area 2
Staff Development

Goal #2: Maintain our status as a regional leader in operational development and the deployment of innovative public safety services.

Objective 2a: Identify subject matter experts at all levels throughout the organization and create opportunities for utilization locally and regionally.
  • Measure: Subject matter experts identified and opportunities for utilization identified and implementation initiated.
  • Target: March 1, 2020, Ongoing
  • Responsibility: Deputy Chief Nordine
  • Fiscal Impact: None

Objective 2b: Research best practices in the development and deployment of innovative public safety services.
  • Measure: Research best practices to consider local implementation strategies.
  • Target: June 1, 2020, Ongoing
  • Responsibility: Deputy Chief Nordine
  • Fiscal Impact: To be determined
Key Focus Area 3
Partnerships and Community Engagement

Goal #1: Maintain and improve the positive perception of the Grand Junction Police Department in the community.

Objective 1a: Develop a Community Engagement Committee for the Grand Junction Police Department.
   • Measure: Community Engagement Committee created and first meeting conducted.
   • Target: February 1, 2020
   • Responsibility: Community Outreach Specialist Davidson
   • Fiscal Impact: None

Objective 1b: Establish a Community Outreach Specialist position.
   • Measure: Community Outreach Specialist position created and formally proposed for funding.
   • Target: August 1, 2019
   • Responsibility: Chief Shoemaker
   • Fiscal Impact: FY 2019/2020 Budget
Key Focus Area 3  
Partnerships and Community Engagement

Goal #2: Develop and maintain mutually beneficial working relationships with public safety agencies in Mesa County.

Objective 2a: Create and distribute a multi-agency survey of Mesa County public safety agencies regarding inter-agency working relationships.
  • Measure: Create and distribute multi-agency survey to gauge interest and develop criteria for summit.
  • Target: April 1, 2020
  • Responsibility: Community Outreach Specialist Davidson
  • *Fiscal Impact: None

Objective 2b: Document survey results and schedule multi-agency summit on Mesa County Public Safety/Community Partnerships.
  • Measure: Survey data compiled and multi-agency summit scheduled.
  • Target: June 1, 2020
  • Responsibility: Community Outreach Specialist Davidson
  • Fiscal Impact: None
Key Focus Area 4
Technology and Resources

Goal #1: Create an internal, centralized process for evaluating, obtaining, and implementing technology and resources.

Objective 1a: Establish an oversight committee.
- Measure: Oversight committee established and first meeting conducted.
- Target: January 1, 2020
- Responsibility: Deputy Chief Smith
- Fiscal Impact: None

Objective 1b: Identify and evaluate current processes.
- Measure: Current processes identified and evaluated for modification.
- Target: May 1, 2020
- Responsibility: Commander Baker
- Fiscal Impact: None

Objective 1c: Research and implement revisions to technology plan.
- Measure: Centralized technology and resources acquisition and implementation process adopted and implemented.
- Target: October 1, 2020
- Responsibility: Commander Baker
- Fiscal Impact: None
Key Focus Area 4
Technology and Resources

Goal #2: Establish a cooperative and coordinated resource management plan with external stakeholders as it pertains to technology and resources.

Objective 2a: Initiate and coordinate the establishment of a Resource Management Committee.
  • Measure: Committee established and first meeting conducted.
  • Target: February 1, 2020
  • Responsibility: Deputy Chief Smith
  • Fiscal Impact: None

Objective 2b: Identify and evaluate current external and resource challenges.
  • Measure: Current processes identified and initial assessment of challenges assessed.
  • Target: July 1, 2020
  • Responsibility: Commander Arcady
  • Fiscal Impact: None

Objective 2c: Implement modifications to overcome identified challenges.
  • Measure: Initial modifications to processes to overcome challenges implemented.
  • Target: November 1, 2020
  • Responsibility: Commander Arcady
  • Fiscal Impact: Varies, depending on process implementation
Key Focus Area 5
Progressive Methodology in Policing

Goal #1: Achieve agency integration to an Intelligence-led Policing model.

Objective 1a: Define Intelligence-led Policing.
- Measure: Intelligence-led Policing defined and documented.
- Target: December 1, 2019
- Responsibility: Deputy Chief Nordine
- Fiscal Impact: None

Objective 1b: Implement Intelligence-led Policing initiatives throughout the organization.
- Measure: Provide training on Intelligence-led Policing to all Police Department staff.
- Target: April 1, 2020
- Responsibility: Deputy Chief Nordine
- Fiscal Impact: None

Objective 1c: Enhance the Intelligence Unit with equipment, software, and personnel.
- Measure: Establish a plan to provide equipment, software, and personnel added to the Intelligence Unit.
- Target: July 1, 2020
- Responsibility: Commander Newton
- Fiscal Impact: Applicable financial resources to address all three needs in the plan in line with annual budget.
Key Focus Area 5
Progressive Methodology in Policing

Goal #2: The Grand Junction Police Department will utilize the most effective modern policing strategies.

Objective 2a: Establish a purpose statement with defined roles and responsibilities for a Policing Strategies Workgroup.
- Measure: Purpose statement created with roles and responsibilities defined.
- Target: April 1, 2020
- Responsibility: Commander Marak
- Fiscal Impact: None

Objective 2b: Establish a Policing Strategies Workgroup comprised of sworn and civilian staff.
- Measure: Policing Strategies Workgroup identified and selected; first meeting conducted.
- Target: September 1, 2020
- Responsibility: Commander Marak
- Fiscal Impact: None
The Grand Junction Police Department’s 2019-2020 Strategic Plan is the culmination of the thoughtful contributions of our employees. Their input is a direct reflection of their commitment to this agency and this community.

We are grateful to the Grand Junction City Manager, Greg Caton, for his strong support of our agency in the creation of this Strategic Plan and for his constant drive to further strengthen public safety efforts within the City of Grand Junction. Additionally, we appreciate the support of our City Council who have been steadfast in advocating for the core community policing-based efforts of the Grand Junction Police Department.

We would like to thank Ron Sloan and Lynn Johnson of KRW Associates, Inc., for his work in facilitating the workshop which resulted in the realization of this Strategic Plan, along with presenting it in its final format.

Finally, we appreciate the unwavering support of our community – without such a strong level of cooperation, we would simply not be as effective at our jobs. Community support only strengthens our resolve to provide the exceptional level of service they deserve.