GARNER POLICE DEPARTMENT

FY 2016-18 Strategic Plan

Chief Brandon V. Zuidema

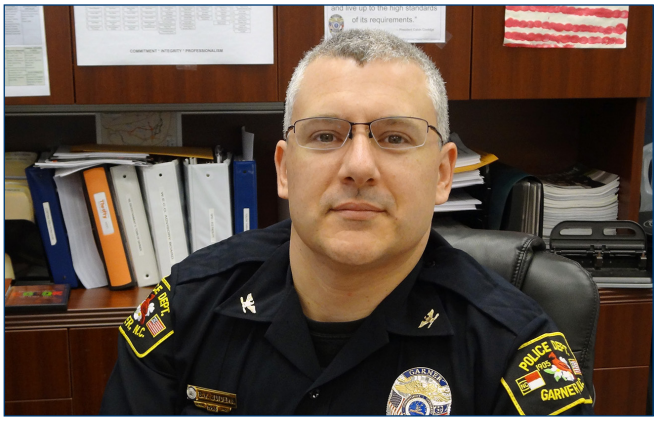
May 2015

A Nationally Accredited Law Enforcement Agency

TOWN OF GARNER
BOND PROGRAM

COMING IN 2015

The Garner Police Department moves into its new headquarters at 912 Seventh Ave. (next to the Wake County Southeast Regional Library) in the summer of 2015. Stay tuned for details about the ribbon cutting and opening of this new facility, which is made possible by Public Safety and Services Facilities Bonds approved by voters in March 2013. For more information about the bond program, please visit **garnerbonds.com**.



A Message from the Chief

THE GARNER POLICE DEPARTMENT stands committed to advancing public safety in the Town of Garner through proactive efforts aimed at reducing crime and traffic crashes, education of our citizens, and collaboration with business, community, and other Town partners. One component of our overall approach is to ensure that we are looking holistically at not only our own expectations but the expectations of our community and those that we serve.

This strategic plan represents a collaborative effort that includes input from the Garner Town Council, the Town Manager, the Police Department, the business community, and the citizens we serve in identifying goals, objectives, and strategies that we should be focused on to do our part to move Garner forward as a Great Place to Be.

In this document, you will find what can be defined as the roadmap for where we expect to take our department over the next three years in terms of meeting community expectations, developing our staff, identifying our fiscal and resource needs, and planning for challenges we anticipate to be on the horizon in the Garner community and the policing profession.

I encourage you to review this material, provide us with your feedback, and consider becoming more directly involved with your police department and the path we are taking to provide quality service while maintaining transparency and enhancing community trust.

Sincerely,

Chief Brandon Zuidema

GPD Mission and Values

IN THE SPRING OF 2010, an employee committee was tasked with developing and implementing a mission statement and set of values that represent who we are as a law enforcement agency, what role we play in the Garner community, and what values we embrace and use in making day-to-day decisions. The committee received feedback from all employees and developed the following:

Our Mission Statement

The Garner Police Department is dedicated to excellent police service through partnerships that reduce crime, create a safe environment, build trust, and enhance the quality of life in our community. We are committed to delivering quality service in an effective, responsive, and professional manner.

Our Values

COMMITMENT: We have a selfless determination and relentless dedication to the public, our partners, and to each other. We will strive to continually improve our community and our agency.

INTEGRITY: We are committed to the highest standards of honesty and ethical conduct, which are the cornerstones of our profession.

PROFESSIONALISM: We accept responsibility for our actions. We are accountable to ourselves and to those we serve. We will communicate honestly and consistently strive for excellence.

S.W.O.T. Analysis Summary

Strengths • Weaknesses • Opportunities • Threats

Current Strengths of Department

- The experience of our workforce
- Good community support
- Accountability of our officers to citizens and staff
- Commitment to our department goals and values
- Use of specialized assignments and advanced training provides opportunities for individual and agency growth and development

Current Weaknesses of Department

- High property crime rate
- Focus our enforcement efforts using intelligence-led policing; we desire to lessen the crimes that cause our community the most social harm
- Loss of several veteran officers and leaders over the next few years and the experience that they will take with them

Opportunities for Department

- New leadership
- Implementation of programs or incentives that encourage officers to enhance relationships with the community
- Enhanced partnerships with other municipal departments and the community
- Support of officers as they seek to maintain and improve their fitness levels

Known and Anticipated Threats to Department

- Increased reliance on technology
- Continued slow economic recovery/increasing budget costs
- Need for additional civilian support staff
- No shared definition of success between the community and the department
- Diminished community trust in police departments across the United States

Department Goals for FY 2016-18

THE GARNER POLICE DEPARTMENT has adopted the following goals for the next three years:

External Goal #1
Maximize Resources for Delivery of Quality Public Service

External Goal #2
Enhance Community Trust, Interaction, and Accountability

External Goal #3
Enforcement of the Law and Reduction of Crime to Improve Quality of Life

Internal Goal #1
Accountability in Report Writing and Evidence

Internal Goal #2
Improve Communication and Streamline Processes within the Garner Police Department

Internal Goal #3
Enhance Officer Safety, Fitness, and Training

External Goal #1: Maximize Resources for Delivery of Quality Public Service

Objectives: The Garner Police Department is committed to being good stewards of taxpayer dollars. We will evaluate new and innovative ways to deliver services to our community. We will look for ways to expand our service and consistently improve the quality of service to our community. The department understands that regionalism plays an important role in collectively providing more resources with less money when those resources, such as training and equipment, can be shared among departments.

Town Goals Supported

Fiscal Responsiveness – (1) Maintain low taxes.
Efficient and Timely Service Delivery – (1) Ensure services are provided efficiently and effectively; (2) Provide quality services that match community needs.
Orderly Growth – (2) Ensure the safety and economic stability of our neighborhoods.
Quality of Life – (1) Provide a Safe Community.

Strategies

1) Continue the Special Response Team (SRT) program while exploring the concept of a regional team and regional training. This strategy will be met with quarterly training with other agencies with the evaluation of expansion to regional participation in call-outs. We will also integrate our Crisis Negotiations Team (CNT) into our SRT so that they train more together and conduct more scenario-based training.

2) Work with the Town budget team and Vehicle and Equipment Replacement Team (VERT) to categorize recurring costs such as vehicles, SRT equipment, and other on-going replacement costs as projected annual expenses over time instead of individual decision packages each year.

3) Find innovative methods to procure needed

equipment through grants, federal surplus property, or from other agencies.

4) Streamline the permitting process for taxis and vendors, moving this responsibility to the Records Division if possible. The Criminal Records Clerks are in the office during business hours; this change would allow for applicants to come and speak with them directly instead of having to make an appointment or wait for the Special Operations Lieutenant.

5) Look for ways to flex staffing so that peak demand hours for calls for service have more officers working than hours when calls for service are not as high.

6) Ensure adequate communication within our departmental divisions so that the department continues to work towards the common goal of delivering excellent police service to the Town of Garner.

External Goal #2: Enhance Community Trust, Interaction, and Accountability

Objectives: We will strive to be a model for other law enforcement agencies across the nation in our approach to community policing in the 21st

century. The Garner Police Department will continue to focus on acting legally and ethically according to professional and community standards. Not only must we strive to behave in this manner, but equally important is that we ensure the public understands this is our standard, especially given recent events involving public perception of police actions. GPD relies on the trust, confidence, and support we have established in our community. As mentioned in our values, we are a professional organization, and we will interact with all community members in a professional manner. This interaction is paramount in continuing to build trust in our community. GPD will seek ways to involve the community in our department, and department members are encouraged to become involved in the community in ways other than traditional 911-driven policing.

Town Goals Supported

Orderly Growth – (2) Ensure the safety and economic stability of our neighborhoods.
Quality of Life – (1) Provide a safe community.

Strategies

1) We will maintain a competent and transparent Internal Affairs Division that reports directly to the Chief of Police. We will fairly and impartially investigate all complaints or concerns, ensuring that our intake process is open and accessible to the community. The statistical findings of these investigations will be shared with the community and explained in their proper context. Success will be measured by striving for less than 2 percent of uses of force resulting in complaints.

2) We will expand the use social media to keep the community informed of crime trends, safety tips and general information. We will gauge success by the number of followers viewing and responding to our social media messages.

3) We solicit input for our Annual Report and Strategic Plan with the community and welcome comments and suggestions about these documents. Our community members are an important voice in the planning process for our goals and objectives. We will actively seek their input through meetings, social media, and our website.

4) We will conduct triennial customer satisfaction surveys in the community to gauge the level and quality of our service. We will create a shared definition and model of success, using a scientific, targeted approach to measure output and outcomes. We will make adjustments accordingly based on feedback received in these surveys and measures. We will strive for our community survey to have an approval rating of at least 85 percent.

5) GPD will continue to use the fundamentals of community policing and problem-solving strategies. We will continue partnerships with other Town of Garner Departments such as the Neighborhood Initiative Program to enhance the service we are able to provide. We will also use our crime prevention programs for outreach in the community.

6) We will use CALEA accreditation as the standard to evaluate the professionalism of the Garner Police Department. We will measure success through continued CALEA accreditation.

7) GPD will structure a Media Academy and continue providing the Citizens Police Academy to help share the realities officers face while policing. These academies will cover topics such

as use of force, physical fitness requirements, and exposure to other aspects of policing and community interaction.

External Goal #3: Enforcement of the Law and Reduction of Crime to Improve Quality of Life

Objectives: The Police Department is committed to using all available resources to improve the quality of life for residents and visitors. The department will actively seek ways to reduce crime and fear of crime by using community policing and crime prevention strategies, enforcing criminal laws, creating community partnerships and utilizing intelligence-led policing tactics. The department recognizes that crime has an impact on our residents' quality of life and will pursue all available avenues to improve the quality of life for them.

Town Goals Supported

Quality of Life – (1) Provide a Safe Community.

Strategies

1) Continue making traffic safety a priority in the Town of Garner. We will continue to fund the DWI Enforcement Officer and expand the Motor Unit. The priority for traffic safety will be shared across divisions but will primarily be a patrol and special operations function. We will measure success by showing a decrease in the number and severity of crashes and an increase in the number of DWI arrests and traffic warnings and citations.

2) Continue the property crime initiative with retail establishments with a renewed focus on crime prevention for home burglaries.

3) We will partner with other Town staff, such as code enforcement, inspections, and neighborhood improvement, to use all available resources to lower crime and improve quality of life.

4) Our Crime Analyst will continue to put out timely bulletins notifying officers of crime trends and regional activity impacting Garner such as retail theft gangs.

5) We will work to reduce crimes with the greatest social harm in Garner through intelligence collection analysis and sharing of information regionally. We will maintain contact with our federal, state, and local law enforcement partners to proactively assess crime trends.

Internal Goal #1: Accountability in Report Writing and Evidence

Objectives: The Police Department strives to enhance accountability for its internal records. We are committed to having a review system in place that reaches 100 percent accuracy in reports and evidence management. The notion that errors in reports are allowable is not acceptable. Officers and supervisors will be held accountable for errors in reports.

Town Goals Supported

Efficient and Timely Service Delivery – (1) Ensure services are provided efficiently and effectively; (4) Develop personnel.

Strategies

1) Train officers and supervisors in proper report writing techniques and evidence handling techniques.

2) Train criminal records clerks to review reports for proper report codes and content. The records staff should read the report narratives, verifying the report is clear and understandable to someone with no knowledge of the case.

3) Establish a review procedure so that supervisors are required to review reports for coding errors and content; hold supervisors accountable for reports incorrectly approved.

4) The Records Manager will conduct random secondary reviews of reports as well as reviews of reports identified by specific officers who have historically had reporting errors. These reviews will also be based on historically miscoded reports.

5) The Records Manager will conduct annual report enhancement training for officers based on common errors. The Records Manager will train supervisors annually on common errors and omissions missed in the first level review of reports.

6) The Quartermaster will identify officers who submit evidence improperly and notify their supervisors.

7) The Quartermaster will offer annual training on common evidence submission errors for all department members.

8) The Quartermaster will conduct an annual review of all pieces of evidence by reviewing each bin in the storage area at least once per year. This review will ensure that all pieces of evidence are audited annually and should help find mistakes in computer records prior to unannounced annual audits.

Internal Goal #2: Improve Communication and Streamline Processes within the Garner Police Department

Objectives: We will strive to operate efficiently internally by creating a central repository for information as well as reducing the number of electronic messages between the various divisions. The repository will hold personnel files and criminal case files.

Town Goals Supported

Fiscal Responsiveness – (1) Maintain low taxes.
Efficient & Timely Service Delivery – (1) Ensure services are provided efficiently and effectively.

Strategies

1) Moving into our new police station in 2015 will greatly improve communication among divisions as all personnel will be in the same building.

2) Improve use of DMS and other computer programs as repositories for department records. Identify which records can be stored online for easy access when needed.

3) Investigators will work quarterly with Patrol to improve interaction between CID and Patrol. Investigators will attend nightly roll call sessions on a regular basis.

Internal Goal #3: Enhance Officer Safety, Fitness, and Training

Objectives: We will improve our department's service to the community by providing additional training in high liability areas beyond what the state mandates for in-service training. Our officers will receive training on use of force, current legal issues, community relations, and officer safety. We will continue to enhance officer fitness through increased POPAT standards for our officers.

Town Goals Supported

Efficient and Timely Service Delivery –
(4) Develop personnel.

Strategies

1) Develop and train more field training officers. Evaluate new methods of training recruits in an effort to streamline the field training process.

2) Support officers through training sessions as we lower the POPAT minimum time based on the Fitness Committee's recommendations from 2014. We will measure success by striving for 100 percent passage rate on POPAT.

3) Educate our trainers in best practices for law enforcement so that our in-service training for officers teaches the necessary skills to stay safe and deliver excellent service to the community. We will strive to have reality-based training on all of our weapons annually.

4) Use the Community Services Officer position as a conduit to recruit and train new police officers.

5) Recruit officers who have a strong desire for community involvement and have the capability to solve problems.

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In developing this plan, the Garner Police Department also takes into consideration our anticipated workload and population trends, our anticipated personnel levels, and the anticipated capital improvement equipment needs. These projections are tied to our budget, which is submitted annually in January, and approved by July 1 for the fiscal year.

The Garner Police Department projects that we will answer 35,963 calls for service in FY 2015 and 37,000 calls for service in FY 2016. The Town of Garner population is currently just under 26,500 with a projected population of 27,000 by the end of 2015. Current projections are for a population of 30,655 by 2020.

In the FY 2016 budget, we are requesting two additional positions: a full-time Executive Assistant for the Chief/Command Staff and a full-time police officer position to serve as a PAAL Coordinator and community services officer. During FY 2017 the department will request additional police officers to coincide with the commercial growth around the White Oak Rd./U.S. 70 shopping centers.

The police department has several items that are capital improvement needs over the next three years. The department has planned to replace its aging hand-held radios in order to maintain current technology. These radios are an integral part of interoperability among departments during critical incidents. The department will also continue to upgrade and replace in car cameras over the next three years. We have begun evaluation of body worn cameras and as technology improves, we anticipate full implementation over the next several years.

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nextdoor.com

You can also contact Garner PD, sign up for our mailing list, or submit an anonymous tip at **garnerpd.org.**

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