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Gainesville Police Department

Strategic Plan FY 2019 – 2022

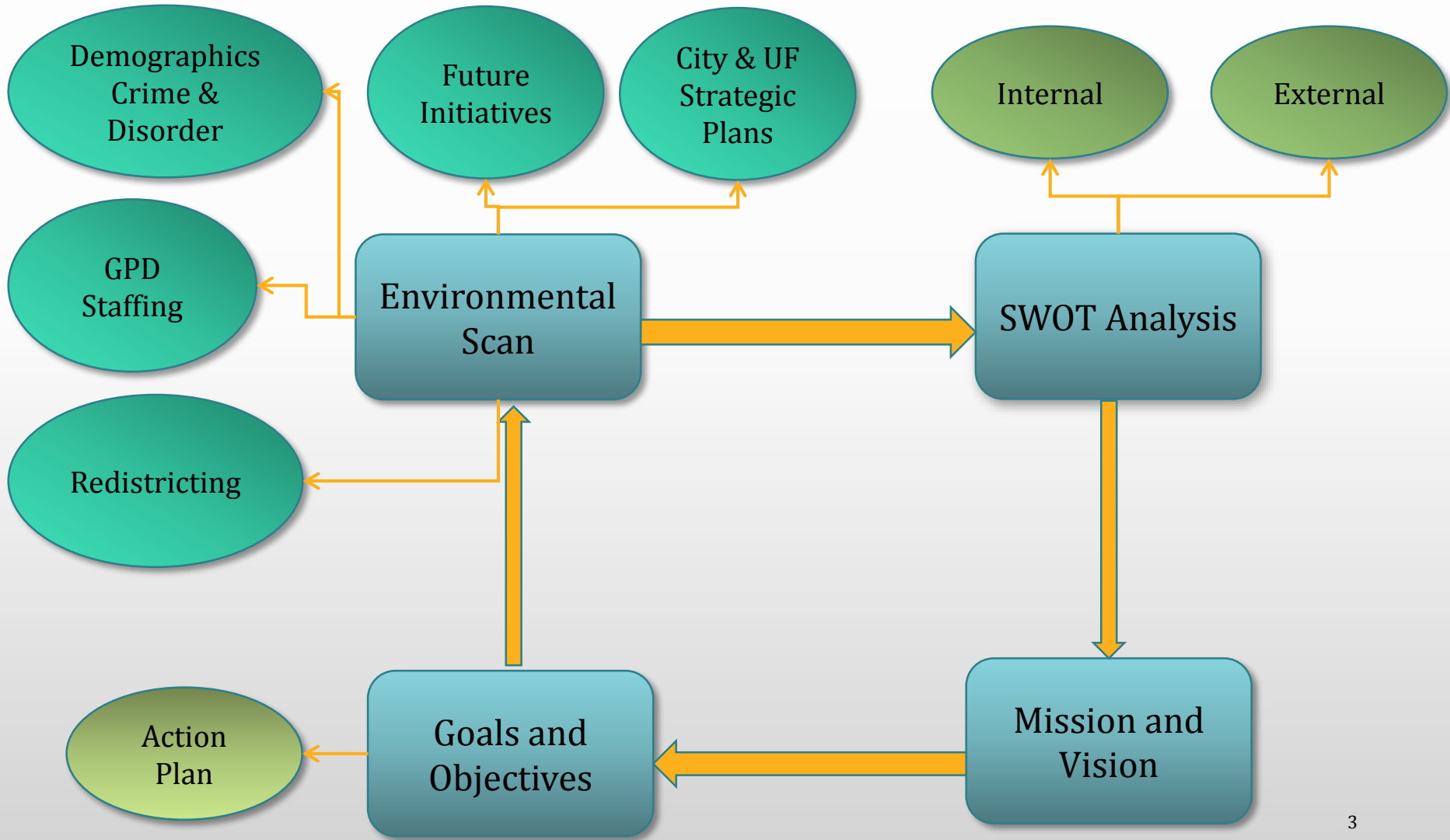
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Topics

- GPD's Strategic Planning process diagram
- Environmental Scan
- SWOT Analysis
- GPD's Mission and Vision Statements
- GPD's proposed Goals and Objectives for FY 2019-22

GPD Strategic Planning Process Diagram



Strategic Planning Process Timeline

2017

2018

Events	Nov	Dec	January	February	March	April	May	June	July	August	September
Preparing for GPD's Strategic Planning Process - discussions with City Strategic Planning Dept and CRA	█	█	█								
Literature Review		█	█								
Review of GPD's current Vision and Mission statements			█	█							
Environmental Scan			█	█	█						
SWOT Analysis - GPD Internal Supervisor Surveys				█	█	█					
SWOT Analysis - GPD Internal Staff Survey					█	█	█				
GPD - One -on-One Meeting with Unit Supervisors to identify the unit goals and objectives					█	█					
Analysis to identify Key Issues					█	█	█				
Community Survey						█	█	█	█	█	█
Analysis								█	█		
Collaborative meetings to identify GPD's Goals and Objectives for 2019-22 - Based on Internal and External Surveys								█	█	█	
Present and get feedback from the stakeholders										█	
Write and Finalize the Strategic Plan for GPD for 2019-22									█	█	█

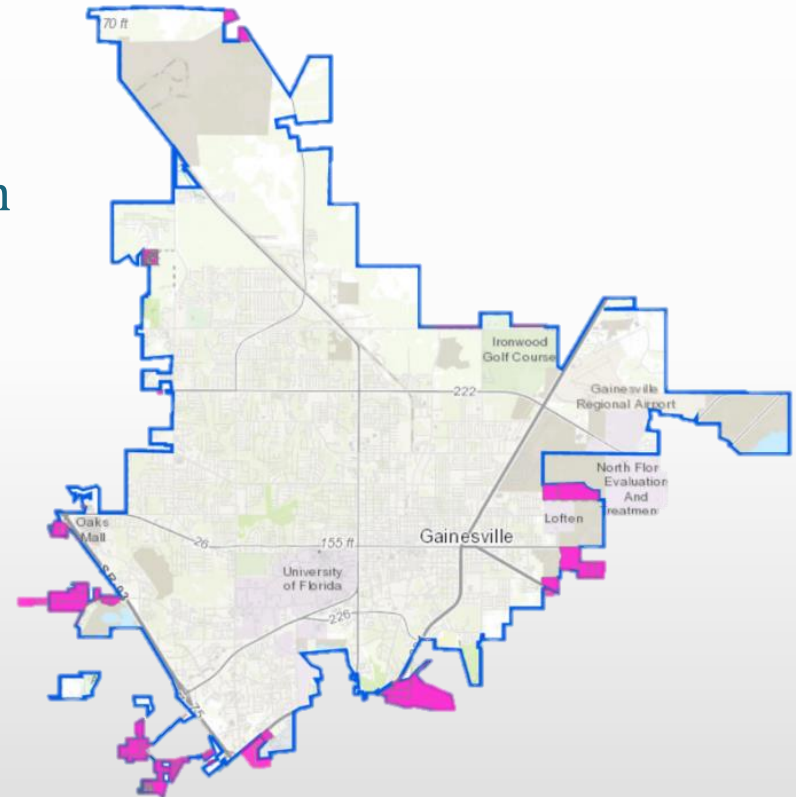
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Environmental Scan

- **City Demographics**
- **Crime and Disorder**
- **Redistricting**
- **Staffing**
- **Future Initiatives**
- **City of Gainesville Strategic Plan**

City Demographics

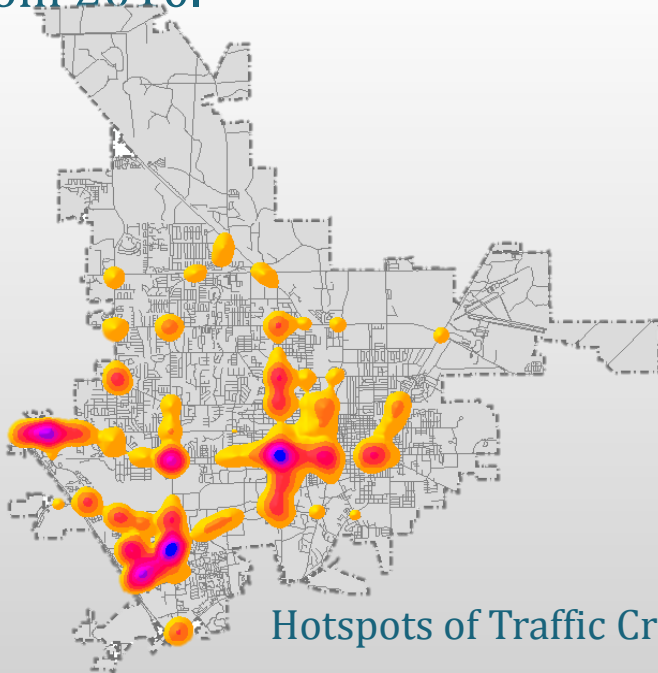
- Area: Up 2.6% from 2010; up 19% from 2005
- Population: 2020 projected population is 133,426 – up 2.5% from 2015; daytime city population increases by approx. 38,800 people everyday (city-data.com).
- Urban Developments & Annexations: City added approximately 1,135.7 acres due to annexations since 2010.



City Annexations 2013-2018

Crime and Disorder

- UCR Crimes: Up 8% in 2018.
- Calls for Service: Down in 2018 by 12% (reduced traffic stops due to decreased officer activity).
- Traffic Crashes: no change in 2018 from 2017 but up by 23% from 2010.



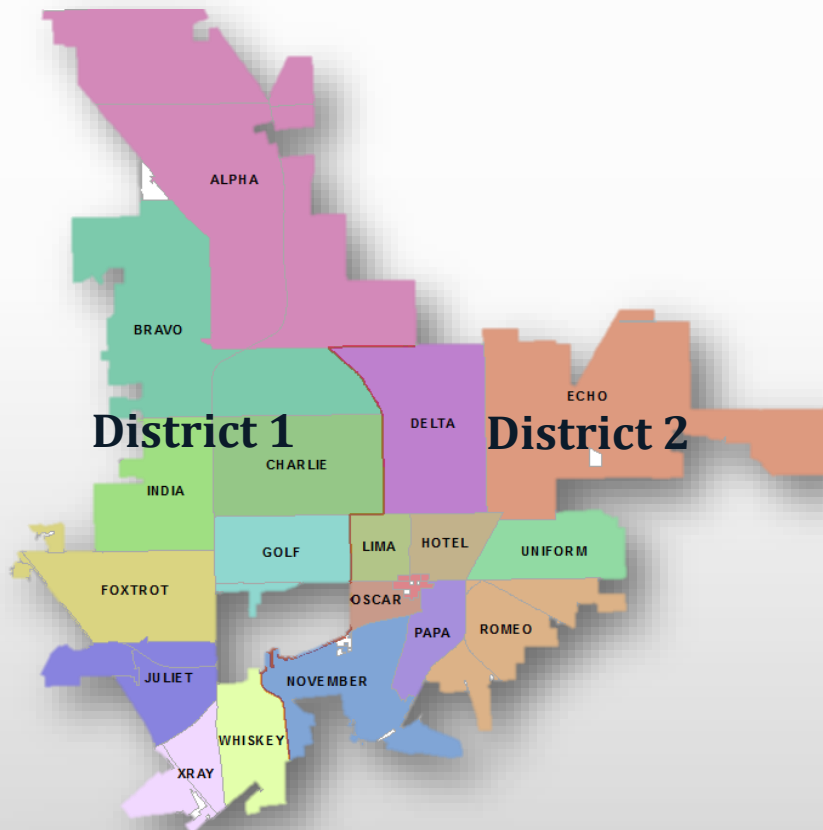
Hotspots of Traffic Crashes in 2018



Redistricting

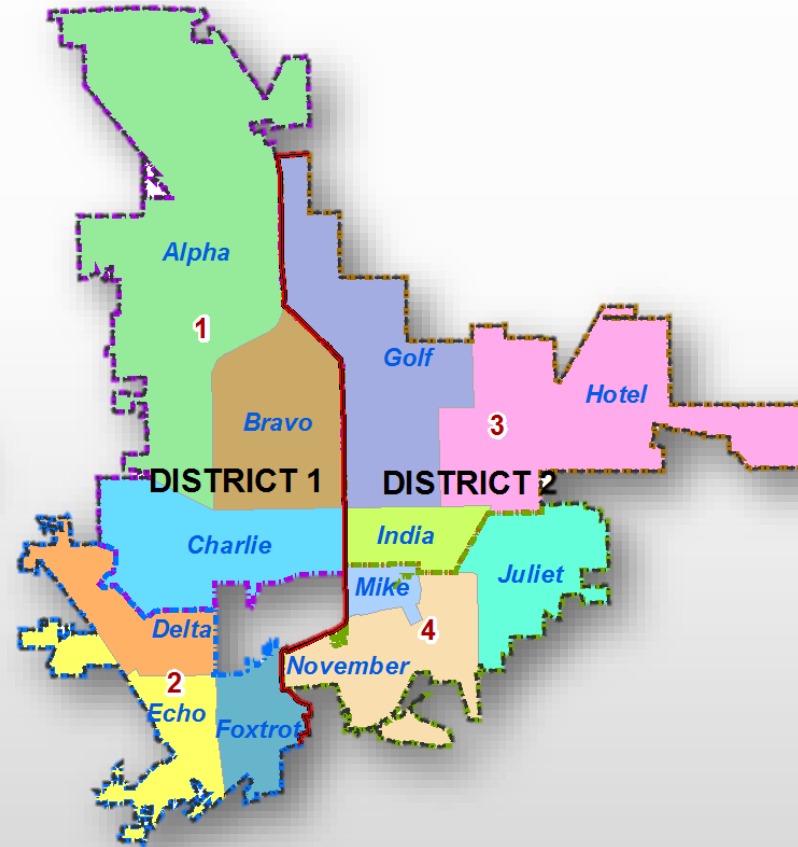
Pre Redistricting

2 Districts; 9 zones per district,
total 18 zones



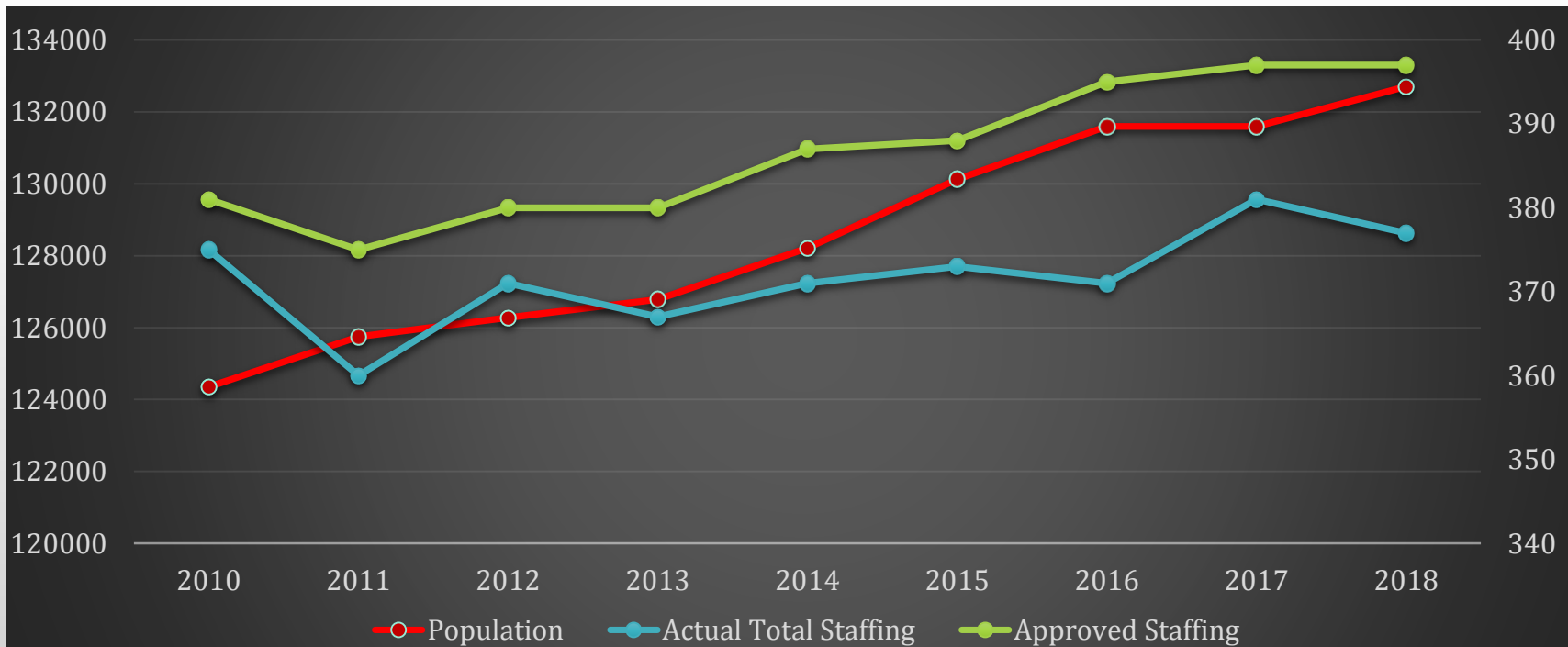
Post Redistricting

2 Districts; 4 Sectors; 6 zones per
district; total 12 zones



Staffing

- The population of Gainesville has increased ~6.7% since 2010 while the sworn positions have grown by 4%.
- GPD staffing to population ratio is 2.3 officer per 1000 people, excluding the daytime increase in the population, which adds about 38,000 more people in the city due to commuting (city-data.com) and brings the officer ratio to 1000 residents to 1.79.
- The graph below shows the total GPD staff (civilian and sworn) in relation to the population.



Future Initiatives

- Technology e.g. Body-worn Cameras
- City Initiatives and Improvements
 - Smart City initiative
- *Vision Zero*
- Future annexations and developments within the city
 - UF's initiative to develop inner core of the city

City of Gainesville Strategic Plan

Four guiding questions as a result of the City of Gainesville Strategic Planning process

- Support a Strong Economy
- Foster Greater Equity
- Plan for Better Future
- Be a Community Model

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SWOT Analysis

(Strength, Weakness, Opportunity and Threat)

- **Internal SWOT Analysis**
- **External SWOT Analysis**

Results of Internal SWOT Analysis

Strengths

- Employees
- Community Outreach and Support
- Training

Weaknesses

- Leadership
- Low Staffing and Retention
- Lack of Motivation
- Low Pay and Benefits
- Communication

Opportunities

- Partnership with Community
- Leadership and Fairness
- Training
- Promotional Opportunities and Incentives

Threats

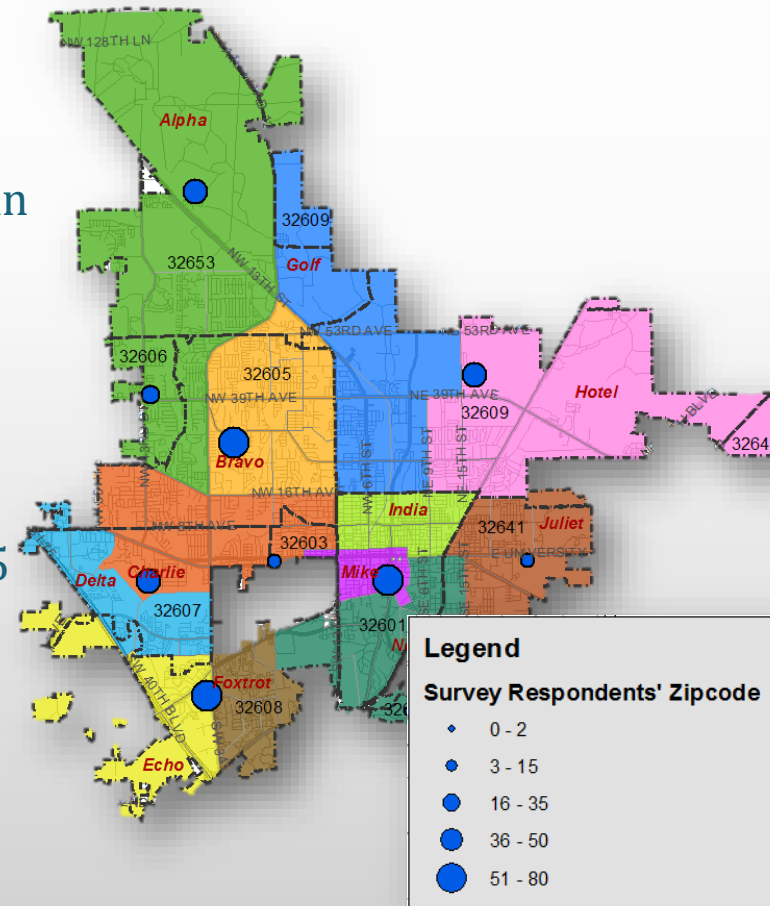
- GPD Culture
- Wages and Benefits/Budget Constraints
- Hiring and Turnover Issues
- Limited Support from the City Hall and City Management

Results of External SWOT Analysis

- Surveys sent to the community via GPD webpage (online), Facebook, neighborhood crime watch groups (both printed and online), community events arranged by GPD
- About 600 community members completed the surveys

Demographics of the survey respondents:

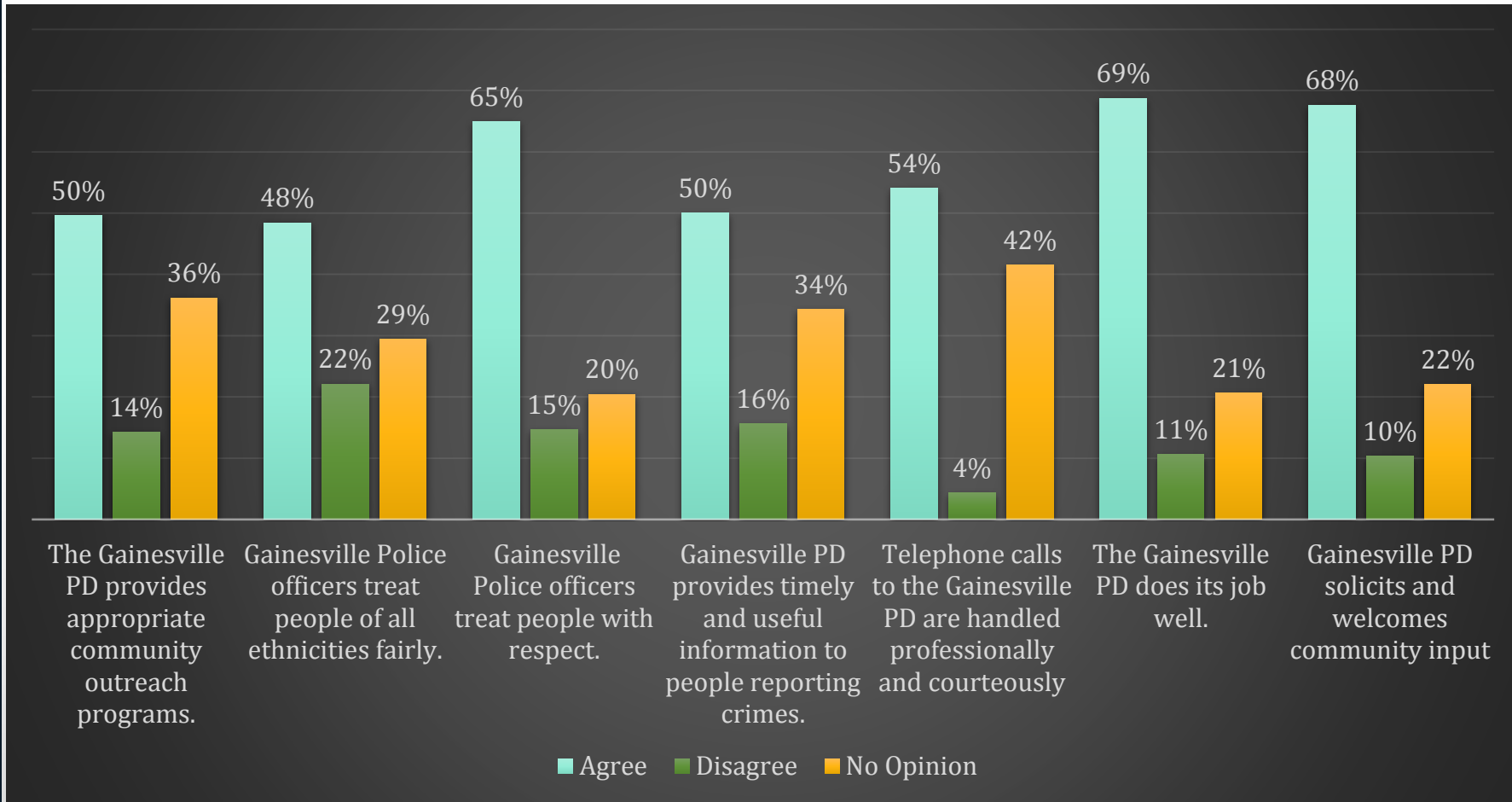
- Gender:** 64% Females; 36% Males
- Race:** 76% White or Caucasian; 11% African American; 7% Hispanic; 2% Asian; 1% American Indian; 3% Other (several efforts were made within our resources to include more African-American respondents)
- Age:** Under 18 1%; 18-24 13%; **25-34 22%**; 35-44 24%; 45-54 14%; 55-64 15%; over 65 11%
- Years living in Gainesville:** less than 1 year 4%; 1-3 years 11%; 4-10 years 22%; **>10 years 63%**
- Victim of crime:** 40% Yes; 60% No



The Community

- Respondents felt safe in their homes (97%) and neighborhoods (73%).
- About 50% of the respondents responded that the crime in Gainesville has either remained the same or has gone up in the last 2 years.
- Not all the neighborhoods have a crime watch group (73% respondents do not have one in their neighborhoods) but many expressed that they would be interested in participating in a crime watch group.
- Most (>60%) were satisfied with the police presence in their neighborhoods and the traffic enforcement in the city.

The Department



Programs and Initiatives at GPD

- Many respondents were not aware of several GPD programs such as Heat Wave, Reichert House, BOLD Program, Citizen Academy, and Pastor Academy.
- Respondents suggested that they would like to see that GPD ensures the enforcement of all laws without bias (59%).
- Respondents also suggested GPD addressing neighborhood-specific concerns (46%).
- Several respondents suggested other initiatives that GPD should take up like panhandling, ethic sensitivity and training, texting and driving, engaging and developing citizens groups.

Purpose of the City - People

GPD's New Vision

Partnering world class urban policing with a globally influenced local community

GPD's New Mission

SERVE the people | PROTECT life, property, and rights | ENFORCE the law fair and impartially | RESOLVE problems

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GPD Goals and Objectives 2019-22

GPD's support of the 4 guiding questions

- Support a Strong Economy
- Foster Greater Equity
- Plan for Better Future
- Be a Community Model

Gainesville PD Goals

- **GOAL 1:** INCREASE OVERALL SAFETY FOR THE RESIDENTS IN THE CITY OF GAINESVILLE BY REDUCING, SOLVING, AND PREVENTING CRIME **(PLAN FOR BETTER FUTURE)**
- **GOAL 2:** PROFESSIONAL DEVELOPMENT AND TRAINING **(FOSTER GREATER EQUITY)**
- **GOAL 3:** STRENGTHEN COMMUNITY POLICING BY IMPROVING COMMUNITY ENGAGEMENT **(BE A COMMUNITY MODEL)**

PLAN FOR BETTER FUTURE

GOAL 1: Increase overall safety for the residents in the City of Gainesville by reducing, solving, and preventing crime

- **OBJECTIVE 1.1:** Reduce and Prevent Part 1 crimes (by 2% year over year)
- **OBJECTIVE 1.2:** Maintain and improve clearance rates of Part 1 crimes
- **OBJECTIVE 1.3:** Increase Traffic Safety
- **OBJECTIVE 1.4:** Use of Improved Technology to achieve Smart City goals and to reduce and prevent crimes
- **OBJECTIVE 1.5:** Identify and obtain funding for a new public safety facility in SW and East Gainesville for efficient policing

OBJECTIVE 1.1: Reduce and Prevent Part 1 crimes (by 2% year over year)

- **Task 1.11** Establish effective deployment of resources
[Responsible Party: Captains Jaime Kurnick and Mike Schentrup]
- **Task 1.12** Increase civilian staff and free up sworn officers to help reduce and prevent crimes [Responsible Party: Acting Chief Insp. Jorge Campos]
- **Task 1.13** Increase the number of School Resource Officers (SRO) and number of supervisors for the SRO unit. [Responsible Party: Mr. Robert Woody]
- **Task 1.14** Continue to manage homeland security and emergency operations of the agency. [Responsible Party: Captain Mike Schentrup]

OBJECTIVE 1.2: Maintain and improve clearance rates of Part 1 crimes

- **Task 1.21** Establish effective investigative methods [Responsible Party: Captain Anthony Ferrara]
- **Task 1.22** Drug Task Force will periodically relocate their offices to streamline operations and improve productivity [Responsible Party: Captain Anthony Ferrara]

OBJECTIVE 1.3: Increase Traffic Safety

- **Task 1.31** Identify and evaluate new technology for effective traffic enforcement [Responsible Party: Captain Mike Schentrup]
- **Task 1.32** Fill the vacancies and request 2 additional FTEs for the Traffic Safety Team [Responsible Party: Captain Mike Schentrup]
- **Task 1.33** Apply ***Vision Zero*** by Educating the community, Enforcement and Engineering [Responsible Party: Captains Mike Schentrup and Jaime Kurnick]

OBJECTIVE 1.4: Use of Improved Technology to achieve Smart City goals and to reduce and prevent crimes

- **Task 1.41** Enhanced use of data to Improve Analysis and Decision Making
[Responsible Party: Captain Mike Schentrup]
- **Task 1.42** GPD will use technology like ALPRs to identify suspect vehicles
[Responsible Party: Captain Mike Schentrup]
- **Task 1.43** Explore other technologies such as shot spotter, RapidDNA, NIBIN etc. [Responsible Party: Captain Mike Schentrup]
- **Task 1.44:** Outfitting Gainesville PD with smart phone technology
[Responsible Party: Acting Chief Insp. Jorge Campos]

OBJECTIVE 1.5: Identify and obtain funding for a new public safety facility in SW and East Gainesville for efficient policing
[Responsible Party: Assistant Chief Terry Pierce]



Goal 1: Measures for Success

- Reduction in crimes and traffic crashes
- Reduction in Part I crimes
- Improvement in clearance rate
- Resurvey the community every two years to identify improvement in community satisfaction

FOSTER GREATER EQUITY

GOAL 2: Professional Development and Training

- **OBJECTIVE 2.1:** Continue to provide training to members of GPD and the community

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- **Task 2.11:** Provide tactical training [Responsible Party: Acting Chief Insp. Jorge Campos]
 - Active shooter training
 - Joint training with neighboring agencies
 - Scenario based training
 - Using ICAT method, as developed by PERF (Police Executive Research Forum). The ICAT model, Integrated Communication and Tactics teaches officers how to handle persons in mental health crisis who are threatening themselves or others with edged weapons.
- **Task 2.12:** Interpersonal and Ethics training [Responsible Party: Acting Chief Insp. Jorge Campos]
 - Cross-cultural training
 - Crisis Intervention Training: (Within the 3 years, GPD will be 90% trained in CIT)
 - Continue with Instruction of Procedural Justice – (2017 – current and followed up annually)

- **Task 2.13:** Community training [Responsible Party: Acting Chief Insp. Jorge Campos]
 - Police-Youth Dialogues
 - RAD training
 - Active shooter response training - ALICE training
 - You and The Law training



Goal 2: Measures for Success

- 90% of Gainesville Police Staff will be trained in Crisis Intervention training
- 100% of Gainesville Police Staff will be trained in Procedural Justice training
- Increased staff training

BE A COMMUNITY MODEL

GOAL 3: Strengthen community policing by improving Community Engagement

- **OBJECTIVE 3.1:** Improve accountability and transparency at the Gainesville Police Department
- **OBJECTIVE 3.2:** Increased partnerships with the community
- **OBJECTIVE 3.3:** Enhance services provided by Reichert House and BOLD Program

OBJECTIVE 3.1: Improve accountability and transparency at the Gainesville Police Department [Responsible Party: Acting Chief Insp. Jorge Campos]

- ***Task 3.11:*** Increased involvement of staff in the decision making process
- ***Task 3.12:*** Participate in the City of Gainesville Open Data Initiative
- ***Task 3.13:*** Increased recruitment and retention efforts at GPD
- ***Task 3.14:*** Increased recognitions and equity
- ***Task 3.15:*** Continue to conduct internal investigations fairly and impartially and in the most efficient manner
 - Plan to have a separate IA facility
- ***Task 3.16:*** Placing general orders on GPD website for public access

OBJECTIVE 3.2: Increased partnerships with the community

[Responsible Party – Mr. Robert Woody]

- **Task 3.21:** Increased involvement and partnership with the community
 - Increase the number of volunteers
- **Task 3.22:** Increased partnership with other law enforcement agencies and other city departments
- **Task 3.23:** Improved two-way communication between Alachua County School Board and GPD to include safety evaluation and recommendation
- **Task 3.24:** Crime Prevention
 - 1 Pastors Academy
 - 2 Citizen Academies
 - 1 Youth Academy (Summer time)
- **Task 3.25:** Partnership with Department of Doing for funding a CPTED position
- **Task 3.26:** Establish a street intervention/outreach team

OBJECTIVE 3.3: Enhance services provided by Reichert House and BOLD Program [Responsible Party: Mr. Robert Woody]

- ***Task 3.31:*** Diversify the staff and students population at Reichert House and in BOLD program
 - Draft and implement a Staff/Student Diversity Plan within the next six months
- ***Task 3.32:*** Enhance the Reichert House and BOLD program image and value to the community
 - Increase volunteer opportunities for the members and track the number of volunteer hours participated in by the Reichert House and BOLD program members
 - Implement a sound volunteer orientation program, partnered with faith based organizations, DJJ, create a website with the organization goals, expectations and success stories etc.
 - Increase funding opportunities via fundraising/grants to allow the program to build a sound website, attend educational programs for the students, uniforms, PAL, and Sea Cadet Program
- ***Task 3.33:*** Improve the relationship between the Youth Division (Reichert House, BOLD & Outpost) and the Gainesville Police Department
 - Ride along with the officers, GPD Day, Youth Division team building opportunities
- ***Task 3.34:*** Host an orientation with the local judiciary



Goal 3: Measures for Success

- Increased staff and community satisfaction to be measured with internal and community survey
- Improvement in Internal Affairs investigation times
- Increased community programs, neighborhood events and increase in the number of neighborhood crime watch groups
- Increased enrollment, graduation rate, and volunteer services in Reichert House and BOLD programs and other youth programs sponsored by GPD
- Reduce recidivism

Citizen centered.
People empowered.
Gainesville.

