

# Greeley Police Department

## STRATEGIC PLAN

(Revised January 2023)



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# **A STRATEGIC PLAN**

## **FOR THE GREELEY POLICE DEPARTMENT**

### **OVERVIEW**

Strategic planning is an organization's process for determining its future direction and goals. Then allocating resources in pursuit of that direction and those goals. To help determine where it is going, an organization first needs to know where it is and how it intends to go about getting to that 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 both articulate the direction of the organization and identify the resources and actions needed to accomplish our goals. This plan will be reviewed annually and updated 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 at [www.GreeleyPD.com](http://www.GreeleyPD.com)

The department's Mission Statement, Core Values, and Goals are all integral parts of our strategic plan; but no less important are the organization's plans to confront the public safety challenges anticipated to occur over the next 3 to 5 years. Experience has shown that limiting the scope of the plan to only that time period will likely lead to the agency experiencing unexpected challenges. The department must remain flexible in its response to new situations as they arise. To be truly useful, a strategic plan must allow room for change and growth.

Even though resource allocation is a key part of the planning process, a strategic plan must be more than a catalog of anticipated problems or a wish list of additional people and things. The plan must recognize that fiscal realities dictate that not every desired resource will always be available, nor will every goal be attained. Decisions will have to be made and priorities set. That too is part of the strategic planning process.

The Greeley Police Department exists to work with the citizens to protect our community and to provide exceptional customer service to everyone we encounter. 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 to proudly work 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 always standing for the following values:

- ◆ **Applied 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.
- ◆ **Excellence** – 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.
- ◆ **Accountability** – 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.
- ◆ **Stewardship** – We commit to the efficient and effective use of the resources we are provided. We will leave it better than we found it.
- ◆ **Principled Relationships** – We strive to develop, strengthen and honor caring relationships in such a way to challenge ourselves and others to be their best 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.
- ◆ **Integrity** – 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 those challenges with effectiveness and efficiency. The anticipated challenges over the next several years, as well as how the Greeley Police Department intends to cope with them, are identified below.

## **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 Greeley Police Department in the future. We recognize the direct relationship between the human resources we have and the level of 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 legitimate needs of the community and the police department.

### **ACTION STEPS**

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

The Deputy Chiefs will work together annually to examine the need for personnel resources in their areas of responsibility. The staffing assessment will include sworn, non-sworn uniformed, and civilian support services staffing needs. It makes good organizational sense to conduct a comprehensive and coordinated assessment of the department's personnel needs for the next several years. With Greeley's anticipated increase in population, the necessity for additional personnel will need to be evaluated and balanced with a fiscally responsible, and strategic approach to agency growth.

#### **Continue the practice of over-hiring sworn personnel when sufficient numbers of quality applicants exists.**

Law enforcement agencies everywhere continue to struggle with staffing challenges in their sworn personnel ranks. Normal attrition coupled with unexpected resignations have created challenges within various work groups. It is vital that when sufficient financial resources exist, the department hire beyond our authorized strength to more quickly fill the sworn vacancies that inevitably will occur. Planning will include consideration of the City's financial picture and will involve collaboration with the Departments of Finance and Human Resources in addition to the City Manager.



**Continuously review and revise, as appropriate, the hiring 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, when appropriate, the department's police 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. Potential applicants are accessing different media in their job searches and in many cases are seeking different job rewards than the generations before them. As a result, the department will continuously examine all facets of the recruiting process and make revisions as necessary. Social media resources for recruiting and posting of job opportunities will continue to be utilized to reach a much larger and more diverse prospective candidate base.

**Support diversity within the workplace and explore ways to be an inclusive agency that best represents our community.**

Creating a diverse workplace allows for different perspectives and worldviews to come together to enhance problem solving, decision making, and collaboration. Diversity within the police department also gives us the opportunity to be more wholly representative of the community we serve. This will also help to establish and maintain the mutual respect and understanding between our department and all Greeley citizens, allowing us to more effectively serve the community. This agency will support initiatives that seek to bring more diversity to our ranks and engage previously underrepresented people throughout the recruitment and hiring process.

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

Employees like and deserve to hear when they did a good job. Commendations issued to sworn and non-sworn police employees are common occurrences at GPD. Commendations can include a formal letter of commendation, a personal note, or a verbal "thanks" or "great job!" 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 continue to identify and evaluate further means for honoring employees who excel at promoting our Mission and Goals.



**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 places a high value on formal education and requires a college degree as a prerequisite for attaining higher rank. The department facilitates attendance for future leaders at public safety leadership courses such as the Federal Bureau of Investigation's National Academy, Northwestern University's School of Police Staff and Command, Police Executive Research Forum's Senior Management Institute, and the University of Louisville's Southern Police Institute. Coaching and mentoring efforts will also remain staples of the leadership succession planning process. The department's Sergeant Field Mentoring program, the Leadership in Police Organizations course sponsored by the National and State Chief's Associations, and the trilogy of FBI-LEEDA leadership courses provide valuable training for agency leaders. Together with the City of Greeley's Human Capital Officer, we will continue to promote and encourage all of our employees in their professional development and career progression.

**DEPARTMENT PHILOSOPHY**

The Greeley Police Department's philosophy is based upon several basic guiding principles. Community policing means working with the Greeley community in addressing public safety and quality of life issues as equal partners. Officers need the support and cooperation of the citizens they serve if they are to succeed as effective guardians of the public safety. Department personnel will work in cooperation and collaboration with the citizens of the community in building a safer, better Greeley. 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 the use of force de-escalation 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 will always be preferred to solving it after the fact. Preventing crime through our numerous programs and practices will continue to be an emphasis of the department.

Finally, an integral part of GPD's philosophy mandates that we always strive to recruit and hire only the finest sworn and civilian employees to serve the citizens of Greeley. The department will provide these carefully selected employees with the comprehensive initial and continuing training to assure that they are the best they can be in their respective roles. We pledge to employ only those professionals whose integrity and ethical standards exceed the understandably high expectations of this community.

## **SERVICE DELIVERY**

### **ACTION STEPS**

#### **Conduct an annual review of the department's mission, goals, and values; revise as appropriate.**

The City of Greeley environment changes on a continuing basis as economic and social changes occur here. New challenges to public safety develop over time as well. The citizen's expectations of their local government, especially of their local law enforcement, also changes. For that reason, it is mandatory that the department's leadership staff and employees re-examine where we are going and how we want to get there. The department will review its Mission, Goals, and Values annually. Revisions will be made, when appropriate, and any changes will be 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 more overall understanding and cooperation. The department encourages transparency through such programs as the Citizens Police Academy, Coffee with a Cop, and community presentations done by several units, including the Neighborhood Action Team. The department will continue to rely on social media to effectively engage 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 the students and staff of the University of Northern Colorado. The department began producing and publishing a comprehensive annual report available to the public beginning in 2019. The department will continue to update the report annually and continue making it available to the public free of charge.

The Greeley Police Department will work to maintain our professional accreditation through the Colorado Association of Chiefs of Police. We earned this recognition most recently in 2022 and will continue to adhere to these standards in anticipation of re-accreditation in 2027. By upholding the professional standards required for law enforcement operations accreditation, we can more clearly define the role and responsibilities of our Greeley Police Department employees while enhancing the quality of services we provide to our community.



**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 moving into the future. The department's leadership staff recognizes its obligation to model exemplary ethical behavior in all actions both internal and external to the department.

The Greeley Police Department will seek additional tools and training to help our employees navigate the challenges of this profession. Active peer intervention has been identified as a means that can be effective at preventing harm and protecting careers. These programs empower staff to intervene when their peers engage in wrongful actions, and have been found to be effective at reducing misconduct and the use of force while increasing officer safety and wellness. Active Bystandership for Law Enforcement (ABLE) is one such program that our agency will incorporate to help train our employees to be accountable to one another and the community we serve. The ABLE program is a demonstrable commitment from our agency that we will train our people, from the top down, to recognize, intervene, and report when our peers engage in misconduct.

**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 will continue to focus on Part One crime rates and develop strategies to reduce the occurrence of those crimes in Greeley. We recognize however, a growing population, de-criminalization of certain crimes, and an increasing number of state and federal prison parolees being released to the area will continue to pose challenges for the future and we must prepare to address those variables.

**ACTION STEPS**

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

The department will continue to place an emphasis on the arrest and prosecution of repeat offenders and criminal street gang members. The department will continue its goal of proactively concentrating enforcement efforts on chronic repeat offenders, and organized crime groups, into the foreseeable future. The department's goal will be the reduction and elimination of major crime and the disbanding of criminal street gangs and crime groups operating within the City of Greeley. The Special Enforcement Team (SET), the Gang Unit, Investigations Section, and the Repeat Offenders Workgroup will play major roles in this effort, as will GPD partnerships with the District Attorney's Office and our other Federal and State law enforcement partners.



**Continue to focus on the downtown area through increased police presence and collaboration with community stakeholders.**

The department recognizes that a vibrant and economically healthy downtown area 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 and collaboration with those who work and live in that area. Police visibility in these areas is important and will be supported through foot patrols and bicycle patrols during warmer months. The City of Greeley and the police department may also explore partnerships with private security companies for additional visual presence, reporting, and crime deterrence in the downtown area. The department will work to provide crime prevention information and presentations to stakeholders regarding relevant issues.

**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, when legally permitted, track Weld County's most dangerous and wanted criminal offenders pursuant to 28 CFR Part 23. The Special Enforcement Team, Gang Unit, Drug Taskforce, 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, when legally permitted.

**MENTAL HEALTH RESPONSE AND HOMELESSNESS**

**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 those in mental health crisis. Some of these people have alcohol and drug abuse issues, some are experiencing homelessness, and some experience both. These citizens are more often the victims of crime than they are the perpetrators. Especially alarming is the number of attempted suicide calls to which GPD responds to on a routine 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 to seek additional tactics, techniques, de-escalation skills, and technology for working with these severely troubled people. In addition, the Greeley Police Department will continue to partner with the Evans Police department, North Range Behavioral Health, and the Greeley Fire Department's Squad One/Community Paramedic program to provide additional mobile services to those who suffer from mental health disorders or are actively experiencing a mental health crisis that is not criminal in nature. Through the Co-Responder Program, staffed with employees of North Range Behavioral Health, we can deliver appropriate services to those community members in need of mental health support. As part of long-term planning, the department should explore the feasibility of creating a standalone Co-Responder program based at the Greeley Police Department.



### **Provide additional focus on Greeley's transient and homeless populations.**

The number of people experiencing homelessness across the country is growing. The Greeley Police, in conjunction with the City of Greeley's homelessness and housing initiatives, will work with community partners to address the growing and complex issue of individuals experiencing homelessness within our community. We understand that the issue may have many causes and requires collaboration with mental health providers, substance abuse counselors, housing navigation groups, and other resources. We also acknowledge this issue is not primarily a criminal matter, but instead is a quality-of-life issue for everyone involved.

### **OFFICER SAFETY AND 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 at appropriate intervals. 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. The agency will continue to raise awareness of police related suicides and provide resources and training to address this crisis. We will seek out programs such as the National Suicide Awareness for Law Enforcement Officer program (SAFLEO), to provide our employees with the information and resources to remain resilient and prevent law enforcement suicides.

### **TRAFFIC SAFETY**

One of the goals of the Greeley Police Department is to improve safety for the motorists and pedestrians who use the city's roadways daily. 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 our high visibility traffic enforcement. The traffic unit will use traffic and crash data to determine the best strategies that have the most impact on aggressive driving and impaired driving throughout the city. The agency will support participation in statewide campaigns, as they become available, to focus on seatbelt enforcement, distracted driving, and driving under the influence of alcohol and drugs, among others. Days and hours will be adjusted as needed to meet the demands of the city and the goals of the department.



The Operations Division will research the possibility of utilizing technology such as red light and speed enforcement cameras to improve traffic safety. Ultimately the decision to deploy this technology rests with elected officials.

### **Pursue an expanded traffic safety public information campaign.**

The department will continue to use a public information program aimed at discouraging distracted, drunk, drugged, and aggressive driving behaviors. Social media posts will play a significant role in this effort. The department will also involve other city entities and the media to get the message out to the public. The goal of all these efforts will be to impact, in a positive manner, the aggressive and discourteous driving behavior that contributes heavily to increased 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 vehicle 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, often 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 a police officer's duties 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 to provide the most efficient and effective police service. As part of recruitment and retention efforts the Operations Division will explore the financial and logistical feasibility of implementing a take home vehicle program.



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

From advanced computers to in-car ticket printers, to license plate scanners and fingerprint readers, new technology is regularly becoming available 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 employee is technology-savvy and expects the department to furnish the technological tools needed to complete the job of a law enforcement officer in an efficient and effective manner. The department acknowledges its responsibility to provide our 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, cutting-edge technology that will make tangible contributions to employee safety, efficiency, and effectiveness. The department needs to explore predictive policing solutions to enhance our crime reduction efforts. The department will also explore new scheduling solutions that will integrate into the Oracle ERP platform to improve efficiency.

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

Surveillance cameras have become commonplace with multitudes of businesses and residential properties utilizing 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 often 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 with our Neighborhood Watch Camera Program.

The development of Real Time Crime Centers (RTCC) has allowed agencies across the country to leverage their current technology and surveillance systems to enhance public safety response and improve their investigative capabilities. Partnerships with fire, public works, traffic, and information technology departments, as well as private networks, provide opportunities to gather and relay important information to responding units in real time. These systems also support interoperability with crime mapping and predictive software, gunshot detection systems, and other technology to provide a comprehensive approach to public safety resource deployment and response. The agency will examine the possibility of creating an RTCC in partnership with other city departments.

## **Assist in the support of the 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 system and its hardware. The goal is to provide increased reliability, effectiveness, and efficiency to our first responder services. We will continue to troubleshoot and solve issues that arise, while working collaboratively with the affected groups to develop lasting solutions for our system.



### **Examine and confront the department's 911 and radio dispatch needs.**

Greeley's Police and Fire departments are served by a county-operated Emergency 911 Dispatch center that provides these services to over 40 highly-diverse public safety agencies spread out over almost 4,000 square miles of a largely-rural Weld 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.**

The Greeley Police Department has implemented a department wide Body Worn Camera (BWC) Program. The Greeley Police Department believes this program provides a high degree of accountability and transparency in how the department serves the public. With the full program now deployed, the department will work diligently to provide long-term support of the program that is cost effective, professionally run, well managed, and maintained. We will continue to follow industry best practices regarding audits, video reviews, and records dissemination. We will also evaluate staffing needs within the BWC management group, as requests for Body Worn Camera footage have continued to consistently increase every year.

## **RECORDS**

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

The Records Division primarily compiles, completes, and manages law enforcement incident reports and criminal justice records for the Greeley Police Department. The Records Division is facing a variety of challenges with the immense, ever-increasing workload of the Greeley Police Department as we respond to the population growth in this area. To ensure the timely availability of information to all end users and recognizing delayed information can negatively affect officer safety, it is imperative the department stay abreast of new technology or services that can improve overall efficiency. The annual review of work practices within Records, to assess and allocate resources according to evolving needs, is critical to maintaining optimum resource allocation.

The Evidence Division provides storage and management services for all properly packaged, documented, reported, and submitted as evidence or found property for the Greeley Police Department. This unit will regularly assess efficiencies of operation to determine if process improvements are necessary. This assessment will also include staffing and resource analysis. The Evidence Division implemented a new evidence management system in 2022 and will work to build functionality and user familiarity over the next year.

## **ORGANIZATION**

Reporting chains of command are important to the success of any contemporary police organization. Who reports to whom, who supports whom, and where accountability belongs must be clear if we are to be successful in carrying out our mission.

### **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 to meet a changing environment and circumstances. At times, that will mean adjusting the structure of the organization itself. The Greeley Police Department's Command Staff will examine the organization's structure on an annual basis and make revisions, as needed, to improve the effectiveness and efficiency of each work group within the organization.

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

Law enforcement agencies utilize special units to deal with specific community conditions or specific crime problems. At the Greeley Police Department, specialized units include the School Resource Officer (SRO) Unit, Special Enforcement Team (SET), K-9 Unit, Neighborhood Action Team (NAT), and the Traffic Enforcement Team. Command Staff will review the purpose and functions of each team annually to determine if these units need to be supplemented, reduced, eliminated, or merged with other groups. As the communities' needs change, our department will remain open to the creation of new units to address additional challenges as they arise.

#### **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 our patrol personnel are deployed affects both the department's crime prevention and crime suppression efforts. It also helps create the, hopefully positive, impression left on citizens and visitors in regard to customer service. To those ends, the department will review its patrol deployment on a regular basis and make adjustments where indicated by the most currently 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 any of 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 shooting and training range, Weld County Drug Task Force, and the Weld County Regional Bomb Squad amongst others. As the City continues to grow, we need to re-examine these relationships with regularity to ensure that Greeley taxpayers are getting the most efficient use out of department personnel, facilities, and resources. When and where appropriate, these intergovernmental agreements will be modified and updated as necessary. This ensures that outside agencies are providing adequate compensation for the use of Greeley owned facilities and personnel resources.

**Further strengthen communication efforts inside and outside the department.**

The most effective and 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 Greeley Police Department's leadership staff recognizes the immense importance of community outreach and community policing initiatives.

The Greeley Police Department's Command Staff will continue to regularly meet with mid-level managers and front line supervisors to share information and discuss relevant topics. In addition, the Chief of Police will hold periodic all-supervisor and all-employee meetings. Command Staff will continue to seek additional means to communicate with police department employees and the community.

**SUMMARY**

No strategic plan is ever capable of taking 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 that is subject to revisions. At the same time, an organization that operates on a 100% reactive basis without attempting to prepare for the future is doomed to forever wander in relative ineffectiveness.

By the very nature of our role, law enforcement will always have to devote a significant portion of our resources to reactive measures intended to serve the safety of the public. Someone must respond when you dial 911. At the same time, the Greeley Police Department pledges to engage in planning aimed at serving and protecting the citizens and visitors of Greeley in the most efficient, effective, and responsible way feasible.

"My goal will forever remain utilizing the best people, technology, tools, and information at our disposal to ensure the Greeley Police Department is able to continue delivering the effective and professional police services that our community has come to expect from us" -Chief of Police Adam Turk