

City of Grand Rapids Office of Oversight & Public Accountability

FY2021 - FY2023 | DRAFT Strategic Plan

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Draft



Letter From the Director

Brandon D. Davis, Esq., is the newly appointed acting Director of the Office of Public Accountability for the City of Grand Rapids. In that role, Brandon serves as the liaison between public safety and Grand Rapidians.

Brandon's entire career has been devoted to public service. Prior to serving as the Director of OPA, Brandon served as the Senior Labor Relations Specialist for the City of Grand Rapids. Before uniting with GR, Brandon was a noted trial attorney in Muskegon County and handled serious felony cases as a Senior Assistant Prosecutor. Brandon began his career in his hometown of Detroit, MI where he served as both a defense attorney and prosecutor. Brandon obtained a Bachelor of Applied Arts in Interpersonal and Public Communication from Central Michigan University in 2007. He then earned a Juris Doctor from Wayne State University Law School in 2010.

Brandon also holds certifications from Cornell University in both Diversity and Inclusion and Strategic Human Resources Leadership. Brandon is excited about the opportunity to serve Grand Rapidians in this new capacity. He looks forward to partnering with community to advance the important work of the Office of Public Accountability.

Hello Grand Rapids!

I am honored to serve as your very first Director of Oversight and Public Accountability. Throughout my career I have fought for justice on street corners, in boardrooms and courtrooms across our great state. As a continued result, I believe in protecting the rights of our community members and operating with integrity at all times. Both my lived and professional experience have allowed me to see the best and worst of the justice system. I am excited to apply what I have learned to this important work of leading the Office of Oversight and Public Accountability as we work to eliminate disparities in the justice system by increasing transparency and accountability in our police and fire departments.

Prior to the recent reemergence of the national discussion around policing, in August of 2019, City Manager Mark Washington created the Office of Oversight and Public Accountability in response to the community's request for increased accountability and transparency in the City's public safety departments. OPA serves as the Executive Office liaison between community and our public safety departments. The murders of George Floyd, Breonna Taylor, and many others have heightened nationwide outrage and discussions regarding police reform and reimagining public safety accountability across our Country. These events have also highlighted the need for the work that is done by OPA. We are fortunate that through City Manager Washington's leadership, OPA was able to begin its work and start the strategic planning process prior to these senseless murders.

While creating this plan, we focused on elevating resident voice, pursuing equitable outcomes and reimagining policing in Grand Rapids. Although COVID-19 delayed our engagement plans, we were intentional about creating opportunities for stakeholder engagement. The plan is the product of the collective wisdom of community, subject matter experts, and the information contained in the City's past studies and recommendations.

This plan is aligned to the City's Strategic Plan and incorporates the values, objectives, and priorities of that plan with a focus on public safety accountability that intentionally pursues justice. This plan incorporates the City's commitment to reimagining policing in Grand Rapids. This plan is a living breathing document. It is intended to guide the strategic direction of OPA, while being flexible enough to adapt to the needs of our community. This plan also provides an opportunity for stakeholders to hold OPA accountable.

Rep. John Lewis once said that "If you see something that is not right, not fair, not just, you have a moral obligation to do something about it." It is my honor to serve as your Director of Oversight and Public Accountability and do something about the injustice in our justice system. I am committed to transparency. I am committed to being responsible. I am committed to uniting our community. I am committed to equity. I am committed to justice. I am committed to working in partnership with community, the Grand Rapids Police Department, and the Grand Rapids Fire Department to achieve the desired outcomes that are detailed in this plan and to make Grand Rapids a place where all people feel safe and are safe, at all times.

In service,

Brandon Davis, Esq.

What Is an Oversight Office?

The Grand Rapids Office of Oversight and Public Accountability (OPA) was created in August 2019. City Manager Washington developed OPA to serve as the liaison between public safety and community. The creation of OPA was a fulfillment of a recommendation included in the report of the 2017 Grand Rapids Police Department Task Force on Police Policies and Procedures. OPA was created to serve as an independent City department that works to increase transparency and accountability within the City of Grand Rapids with a focus on our public safety departments.

While civilian oversight is now at the forefront of conversation across the Country, the National Association for the Civilian Oversight of Law Enforcement (NACOLE) has been engaged in this work since its founding in 1995. NACOLE is a non-profit organization that brings together individuals and agencies working to establish or improve oversight of police officers in the United States. NACOLE is dedicated to promoting greater police accountability through the establishment or improvement of citizen oversight.

NACOLE espouses 12 Core Elements of Effective Civilian Oversight: (1) Independence, (2) Adequate Jurisdictional Authority, (3) Unfettered Access to Records, (4) Full Cooperation, (5) Access to Law Enforcement Executives and Internal Affairs Staff, (6) Support of Process Stakeholders (7) Adequate Resources, (8) Public Reporting/Transparency, (9) Use of Statistical Pattern Analysis, (10) Community Outreach, (11) Community Involvement and (12) Respect for Confidentiality.

The City of Grand Rapids is proud to be a member of NACOLE. The essential elements of civilian oversight that are listed above have been embedded into this plan.

According to NACOLE, there are many benefits to civilian oversight, including, but not limited to, the following:

- Complainants are given a place to voice concerns outside of the law enforcement agency.
- Oversight can help hold the police department accountable for officer's actions.
- Oversight agencies can help improve the quality of the department's internal investigations of alleged misconduct.
- The community at large can be reassured that discipline is being imposed when appropriate, while also increasing the transparency of the disciplinary process.
- When the oversight agency confirms a complainant's allegation(s), complainants may feel validated.
- And similarly, when the oversight agency exonerates the officer, the officer may feel vindicated.
- Oversight agencies can help improve community relations by fostering communication between the community and police agency.
- Oversight agencies can help reduce public concern about high profile incidents.
- Oversight agencies can help increase the public's understanding of law enforcement policies and procedures.
- Oversight agencies can improve department policies and procedures. Policy recommendations can prevent issues by identifying areas of concern and subsequently offering options to improve policing.
- Oversight agencies can assist a jurisdiction in liability management and reduce the likelihood of costly litigation by identifying problems and proposing corrective measures before a lawsuit is filed.
- Mediation has multiple benefits to both citizens and police officers. If the oversight agency provides mediated solutions, it can help complainants feel satisfied through being able to express their concerns to the specific police officer in a neutral environment. Mediation can also help police officers better understand how their words, behaviors and attitudes can unknowingly affect public perceptions.
- By establishing an oversight system, public officials are provided the opportunity to demonstrate their desire for increased police accountability and the need to eliminate misconduct.

Planning Process

The creation of the new Office of Oversight and Public Accountability derived from concepts recommended by community and implemented by City Manager Washington. However, the important work of improving community and police relations in Grand Rapids is not new. Grand Rapids community members, City Officials, City Staff, and other stakeholders have been intentional about understanding the need for improved community and police relations for many years. We have had the benefit of many studies, recommendations, and significant public input into our law enforcement processes. The Strategic Direction of OPA incorporates the wisdom from all of those sources.

City's Strategic Plan
Feedback from Stakeholders
Collaborative Design Prioritization Exercises
Police Department's Strategic Plan
Traffic Stop Studies
Fire Department's Strategic Plan
21st Century Policing
SAFE Recommendations
Community Concerns
Police Staffing and Deployment Study
National Best Practices
12 Point Plan

Strategic Direction

OPA's Strategic Plan aligns with the City's Strategic Plan and is built on past studies and community input.

Since beginning the strategic planning process Director Davis has:

- Studied models of civilian oversight used around the country
- Made direct contact and conducted site visits with police oversight agencies around the country
- Consulted with and obtained training from the National Association of Civilian Oversight of Law Enforcement
- Collaborated with partners including, but not limited to, community members, community boards, police leadership, fire leadership, police officer's union leadership, police command union leadership, fire union leadership, City Officials, and City staff regarding OPA's strategic direction.
- Facilitated an eight-hour Collaborative Design Workshop that included participation from community and City leaders in order to help shape OPA's Strategic Direction
- Evaluated the City's current complaint and oversight systems by conducting prioritization exercises and SWOT Analysis
- Participated in numerous virtual and in-person engagement sessions to ensure that OPA's plan is aligned to the needs of community
- Thoroughly evaluated reports and recommendations related to policing in Grand Rapids including, but not limited to, the SAFE Taskforce Report, the Lamberth Traffic Stop Study, the Grand Rapids Task Force on Police Policy and Procedure Taskforce Report on 21st Century Policing, the Hillard Heinze Staffing and Deployment Study, the 12 Point Plan, and the City of Grand Rapids Strategic Plan.

Planning Elements



Strategic Priorities

Strategic priorities are the high-level "buckets" through which we organize our work.



Objectives

Objectives identify where we will focus our efforts. There are multiple objectives within each strategic priority.



Strategies

Strategies identify how we will achieve our objectives and desired outcomes.



Metrics

Metrics are a valuable tool for measuring performance. OPA is in a unique position because our responsibility is to monitor and report on the activities of other City departments. As such, this plan includes a list of some of the metrics that OPA will use to measure performance including but not limited to metrics contained in the City's Strategic Plan, the Police Department's Strategic Plan, and the Fire Department's Strategic Plan.

Using the Plan

We will use this plan to guide our operations, time, and financial investments. As we continue to work more collaboratively internally and externally, we will uncover more opportunities to equitably reimagine policing, and increase transparency and accountability.

Like with the City's Strategic Plan, this plan is intended to be a living breathing document. We will be learning throughout the implementation phase of this plan. We recognize and acknowledge that updates will need to be made and we commit to being transparent about our learnings and forthcoming updates.

Strategic Launch Outline



PHASE 1 (Aug. 2019 - Nov. 2019)

Research and Analysis



PHASE 2 (Dec. 2019)

Collaborative Design Phase



PHASE 3 (Jan 2020 - July 2020)

Strategic Engagement



PHASE 4 (Aug. 11, 2020)

Strategic Plan Finalization and Community Update

PHASE 5 (Aug. 2020 - Sep. 2020)

Creation of Operational Policies and Procedures

PHASE 6 (Sep. 2020 - Oct. 2020)

Internal and External Education

Values (T.R.U.E. Justice)

Our values are centered around the phrase T.R.U.E. Justice. Our values reflect what we stand for and guide how we make decisions – everyday decisions and big decisions. The values listed here complement and enhance the City values listed in the City’s Strategic Plan. Our values are embedded in every aspect of this plan and in our daily operations.

In order to ensure that our values lead our daily work, we ask these questions “Is it T.R.U.E.? Does it lead to justice?” We are working to ensure that our actions promote transparency, responsibility, unity, equity, and justice.



Transparency

Always being upfront and honest about what we do and say.

Transparency is an essential element of working toward building trust and legitimacy. We recognize that it is important to be honest and provide community with the tools they need to understand public safety practices, and policies.



Responsibility

Always being accountable and considering the big picture.

Being responsible is an essential part of government operations. It is particularly important in an oversight office. Being responsible includes maintaining independence, supporting process stakeholders, and considering the community impact of decisions and recommendations.



Unity

Always working to build bridges to trust.

Unity and uniformity are not the same thing. When we discuss unity, we are looking to identify ways to bring community together and to increase mutual understanding. We believe that building bridges can only happen when there is a solid foundation to build upon. Our value of unity focuses on creating a foundation to support the weight of a bridge to trust pathways that allow others to cross the bridge.



Equity

Always advancing just outcomes and opportunities by leading with racial equity to address root causes of disparities.

From its inception, American policing has been used as a tool to oppress people of color – particularly Black people. Police were first used to control freed slaves and later used to facilitate an unjust “War on Drugs.” We believe that operating equitably is an important tool that can be used to help ensure that there is T.R.U.E. Justice in our justice system.



Equity (cont.)

The City's Strategic Plan elevates equity and describes the City's commitment as follows:

The City of Grand Rapids is dedicated to advancing equitable outcomes and opportunities by leading with racial equity to address root causes of disparities. The City defines equity as the condition achieved when people have the tools, resources and connections necessary to be fully engaged and prepared to benefit from the opportunities they seek. Racial equity is achieved when one's race or ethnicity does not determine, in a statistical sense, how one experiences opportunity, power and life outcomes. (continues on next page)

This targeted approach on racial equity will advance our universal goal of elevating quality of life in Grand Rapids. Equity is one of the City's six values and must be embedded into all of our decisions, policies and practices. In an effort to dismantle the systemic and institutional injustice that has been prevalent throughout our history, the City has made the conscious choice to highlight equity in each priority area of our strategic plan.

The first objective in this plan outlines the City's commitment to creating a structure within City operations to lift up racial equity throughout the organization so that each department has the knowledge, skills and support to intentionally remove and prevent barriers created by systemic and institutional injustice.

Additionally, to the extent possible, all plan metrics will be disaggregated by race and ethnicity, and when needed as a proxy, by geography (Census tracts, Wards, etc). This statement is an urgent call to action to transform government to achieve positive and sustainable community level impact.

The City of Grand Rapids centers racial equity so that the recognition listed on page four of this document will be the lived reality of all Grand Rapids residents, regardless of race or ethnicity. When we read those rankings and recognitions, we must always ensure Grand Rapids is the "Best Place to Retire" and "Most Affordable City for Business Professionals to Live and Work" for everyone who calls Grand Rapids home. We must be mindful of the areas that require improvement such as being ranked 122nd in U.S. for Hispanic Entrepreneurs (2018, WalletHub), 2nd Worst for African Americans Economically (2015, Forbes) and 39th for Residential Segregation (2018, Apartment List).

We are fully aware of the challenges and opportunities before us as we lead with equity. We also know that as a municipality, we are uniquely positioned to reduce disparities through policy, intentional practices, transparency and accountability. The City, in partnership with organizational allies and community, can help make Grand Rapids truly the "Best Place to Live in the U.S." for everyone.



Justice

Always working to build bridges to trust.

Doing justice is an action statement. Justice requires that we ensure that the right thing happens, even if the right thing is not popular. Justice is not about maintaining the status quo. It is about doing the work that creates fairness and legitimacy in our public safety and justice systems.

Vision and Mission

Vision

Our vision statement is intentionally aspirational and inspirational. We recognize that the goal espoused in this statement is not an easy task or simple fix, but it is reflective of our values and exemplifies an ideal state of being. Our vision statement is as follows:

The City of Grand Rapids will be nationally recognized as a place where there are just outcomes in our public safety departments and justice system, and healed relationships between community and public safety departments.

Mission

Our mission guides and directs our daily work. It is our statement of purpose and our commitment to Grand Rapidians. This statement was built in partnership with stakeholders at OPA's Collaborative Design Workshop. Our mission is:

Through targeted change, accountability, restorative justice, empowerment and engagement, OPA will help create and improve just outcomes and respectful relationships between public safety and community.

Strategic Priorities (C.A.R.E.+)

Strategic priorities are the high-level “buckets” through which we organize our work. They include Change, Accountability, Restorative Justice, Engagement and Empowerment, Plus (C.A.R.E.+).



Change

OPA will help improve public safety policies and operations through innovation and collaboration.



Accountability

OPA will help improve individual, supervisory, and organizational accountability for public safety activities through civilian oversight of all public safety operations.



Restorative Justice

OPA will help reduce barriers to trust that have been created by systemic inequities in the criminal justice system or that cause disparate outcomes.



Engagement and Empowerment

OPA will help enhance communication and education with the public regarding public safety matters.



Plus

Although OPA has a large focus on public safety operations, at the direction of the City Manager, OPA also investigates waste, abuse, fraud, or corruption in City operations and assists with other pertinent issues. The plus in our strategic plan is intended to incorporate the objective and strategies used to accomplish that work.

Change



Objective 1: Embed equity into all public safety operations.

Strategies

1. Disaggregate all public safety data, to the extent possible, by race ethnicity, gender identity and geography
2. Evaluate the racial equity impacts of all public safety policies and initiatives
3. Work in partnership with the Office of Equity and Engagement and other City departments to ensure that a racial equity lens is applied to budgetary requests
4. Work with the Police Chief and Fire Chief to create a culture based on a guardian mindset and procedural justice to build public trust and legitimacy
5. Collaborate with stakeholders to recommend and implement training opportunities that increase cultural competency and encourage de-escalation



Objective 2: Evaluate current policies, practices, and procedures with an eye for innovation and collaboration.

Strategies

1. Participate in "ride-alongs" with GRPD and GRFD
2. Develop an OPA advisory committee to ensure that community voice is included in the evaluation of policy
3. Compare GRPD and GRFD policies, training, and other systemic issues to the policies and training of other public safety departments and best practices in policing and reform
4. Review and report on all GRPD use of lethal force reports
5. Work in partnership with GRPD to create, improve, and strengthen policy to address the following: ban on chokeholds, requiring warning before using deadly force, ban on shooting at moving vehicles, creating a duty to intervene, ensuring names and badge numbers are on all uniforms, ban on no knock search warrants, and other policy issues



Objective 3: Evaluate and recommend innovative policing strategies that promote safety while simultaneously creating a path to healthy relationships between police and community.

Strategies

1. Evaluate crime reduction strategies that detect and interrupt conflicts and change social norms.
2. Work in partnership with GRPD and GRFD to improve diversity in recruitment and retention of public safety staff
3. Work in partnership with City departments to increase the amount of public safety data available to the public
4. Work in partnership with GRPD to reimagine policing in Grand Rapids.
5. Ensure staff from OPA responds to all GRPD shootings

Change



Metrics

1. Number of public safety policies reviewed
2. Number of recommendations given
3. Percentage of officer involved shootings responded to by OPA
4. Number of GRPD and GRFD recruits hired disaggregated by race and gender
5. Number of hours devoted to impartial policing and cultural competency training
6. Number of Freedom of Information Act (FOIA) requests denied by the City and subsequently overturned by the Court



Accountability



Objective 1: Fully equip the Office of Oversight and Public Accountability to serve Grand Rapidsians.

Strategies

1. Determine and seek appropriate resourcing for OPA
2. Develop and publish standard operating procedures and policies
3. Leverage technology to improve the oversight of public safety operations
4. Design and implement a hybrid oversight model that is tailored to Grand Rapids and allows for complaint review, departmental auditing, and investigation as needed
5. Work to ensure that OPA has unfettered access to all public safety records
6. Ensure that the highest ethical standards are embedded into all investigative and administrative activities
7. Ensure that all OPA staff receive training on the history, organization and evolution of GRPD and GRFD and ensure that they are exposed to police training on a wide variety of police practices and procedures, including: patrol; rules of conduct; procedures for detention, arrest, booking, transport, and provision of medical care; use of force guidelines including defensive tactics, takedown and pain compliance maneuvers, handcuffing techniques, baton use, use of less lethal and restraint devices, and use of firearms
8. Ensure that staff is trained on the history, culture, and concerns of the communities served by the law enforcement agency, in particular the public's potential concern with biased based policing and racial profiling
9. Ensure that staff receives equity and cultural competency training in addition to the hard skill training needed to perform their responsibilities
10. Strategically leverage outside funding (i.e. grants, philanthropic support, government funding) to support the work of OPA



Objective 2: Improve internal complaint processes through increased innovation and collaboration.

Strategies

1. Evaluate GRPD internal affairs policies and practices
2. Evaluate organizational trends in employee discipline for appropriateness and effectiveness and recommend changes
3. Monitor, and review the internal affairs investigations of every GRPD and GRFD complaint
4. Review and recommend changes to Union contracts that prevent just outcomes or transparency
5. Receive complaints and perform a preliminary analysis of those complaints.
6. Ensure that the findings of internal affairs are shared publicly

Accountability



Objective 3: Evaluate and improve Civilian Appeal Board Operations.

Strategies

1. Serve as City liaison to the Civilian Appeals Board
2. Create and update marketing materials that explain the operations of the Civilian Appeals Board and processes for civilian input
3. Compare and amend CAB processes to conform with best practices that meet the needs of Grand Rapids
4. Evaluate the existence of conflicts of interest and create policies to address those issues
5. Adjust meeting logistics, including but not limited to meeting time, location, virtual capabilities, and structure in order to increase community participation and elevate resident voice
6. Ensure that the findings of the Civilian Appeal Board are reported publicly



Metrics

1. Number of complaints received and processed against civilian and sworn GRPD and GRFD staff broken down by outcome
2. Number of appeals forwarded to the Civilian Appeal Board disaggregated by race and gender, type of complaint
3. Percentage of Civilian Appeal Board findings that differ from Internal Affairs findings
4. Survey of complainants after internal affairs cases are closed
5. Amount of citizen involvement in CAB proceedings



Restorative Justice



Objective 1: Identify systemic issues that cause disparate outcomes in the justice system and implement strategies and programming to address those issues within the City's span of influence.

Strategies

1. Partner with the City Attorney's Office to address historical systemic inequities and to create alternatives that can be utilized in addition to traditional prosecution
2. Evaluate and recommend the decriminalization of crimes or changes to policies, ordinances, and laws that disparately impact communities of color
3. Implement programming that assists formerly incarcerated individuals with re-establishing themselves as productive members of society
4. Implement expungement programs and other strategies that increase the ability of community members to obtain employment and housing after obtaining a criminal conviction



Objective 2: Implement programming that facilitates reconciliation and healing between community and public safety

Strategies

1. Identify opportunities for by utilizing victim and offender restorative justice practices
2. Work in partnership with GRPD and GRFD to create a public safety community mediation program that focuses on non-disciplinary resolution of complaints
3. Facilitate discussion regarding understand the racist origins of the historic tension between public safety and race



Objective 3: Through the use of data and statistical analysis, evaluate public safety practices and recommend changes that addresses inequities with a focus on unjust outcomes related to race, ethnicity, and gender.

Strategies

1. Implement traffic stop studies that provide detailed analysis regarding trends and causes of stops in Grand Rapids
2. Implement arrest studies that provide detailed analysis regarding trends and causes of stops in Grand Rapids
3. Regularly evaluate trends in GRPD and GRFD complaints and the findings of those complaints
4. Use findings from annual GRPD and GRFD review processes to identify gaps in current administrative or operational subjects in order to develop training curriculum that increases performance and improves the safety of the community and personnel

Restorative Justice



Metrics

1. Number of participants in social justice programs
2. Number of arrests in GR disaggregated by race, gender, and offense
3. Number of traffic stops in GR disaggregated by race, gender, and type of offense
4. Number of programs hosted, facilitated, or implemented by OPA



Engagement and Empowerment



Objective 1: Increase engagement and transparency regarding public safety matters.

Strategies

1. Work in partnership with other departments to increase the amount of public safety data available to the public
2. Identify outreach and engagement gaps, such as with historically marginalized populations, and develop a comprehensive public safety community engagement strategy in partnership with community, GRPD, and GRFD
3. Create pathways to elevate community voice in all public safety operations
4. Recognize, promote, and reward exceptional service provided by public safety staff to the Grand Rapids community
5. Promote and maintain a strong digital presence via social media, OPA's webpage, and the TRUE Action – Reimagining Policing webpage
6. Produce semi-annual reports regarding complaint analysis, operational updates, and other relevant observations regarding the work of OPA



Objective 2: Educate community regarding applicable laws and policy to increase community understanding and to aid in crime reduction.

Strategies

1. Implement a civil rights youth academy in partnership with stakeholders designed to serve middle school students
2. Host a city-wide Law Day event designed to introduce middle school students to government and public safety operations
3. Design and implement a “Know Your Rights and Responsibilities” community education campaign that focuses on increasing community understanding of misunderstood ordinances, laws, and responsibilities
4. Educate community regarding the function of the Office of Oversight and Public Accountability
5. Evaluate and align the roles and responsibilities of all public safety boards and task forces in order to ensure efficiency and transparency and elevate opportunities for residents to serve in these roles
6. Partner with community groups to host regular “OPA Night Out” sessions where OPA interacts with community regarding public safety matters

Engagement and Empowerment



Objective 3: Create opportunities to work in partnership with community to design and recommend changes that support making our community a place where all people feel safe and are safe, at all times.

Strategies

1. Create pathways to positive relationships between public safety and community
2. Identify and implement non-traditional civilian crime reduction strategies including co-created civilian crime prevention programs
3. Implement an Accountability and Safety Ambassador program that creates a partnership between the City and community to promote accountability and safety in our community
4. Identify responsible methods and options for reimagining policing in Grand Rapids



Metrics

1. Number of commendations received
2. Number of community events attended by GRPD and GRFD officers broken down by type of event and individual officers
3. % of Grand Rapidians who feel safe
4. % of Grand Rapidians who trust police
5. % of Grand Rapidians that feel our local criminal justice system is just and fair
6. Number of priorities completed or in progress in OPA's Strategic Plan, GRPD's Strategic Plan and GRFD's Strategic Plan





Objective 1: Provide oversight in other City operations at the direction of the City Manager.

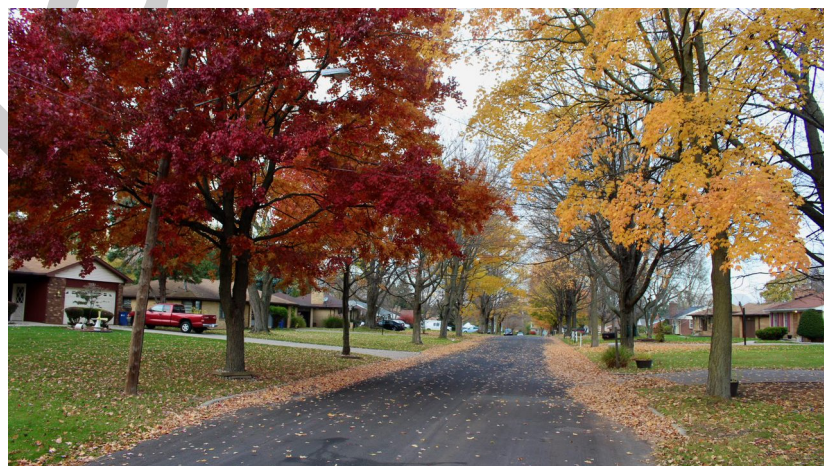
Strategies

1. Investigate and report queries regarding waste, abuse, fraud, corruption, or the lack thereof in City Government
2. Educate community regarding City wide complaint processes
3. Promote accountability in all government activities
4. Work in partnership with the office of Equity and Engagement to perform investigations including, but not limited to issues involving the City's Human Rights Ordinance



Metrics

1. Number of complaints regarding waste, abuse, fraud, or corruptions broken down by City department
2. Number of complaints received for violation of the Human Rights Ordinance



Planned Programming Efforts

In order to fulfill our mission, OPA has planned several programming efforts. These programs will help us engage with community and improve transparency and accountability.

Program	Description
Operation Fresh Start	Expungement Clinics
I AM THE DREAM	Civil Rights Youth Academy
City of GR Law Day	An event to reflect on the role of law in the foundation of the country and to recognize its importance for society.
ReGrow	Returning Citizen Reentry Program
Talk About It	Public Safety/Community Mediation Program
Big Ups!	Public Safety Commendation Program
Trusted Voice	Civilian Crime Prevention Program
Know Your Rights & Responsibilities	Community Education Campaign
Racial Healing Circles	Facilitated community discussion regarding understanding the historic tension around public safety and race.
ASK! Social Justice Diversion Program	Program designed to reduce disparities and recidivism by allowing defendants charged with minor offenses the opportunity to earn a dismissal by taking responsibility for their actions and engage in personal and community service.

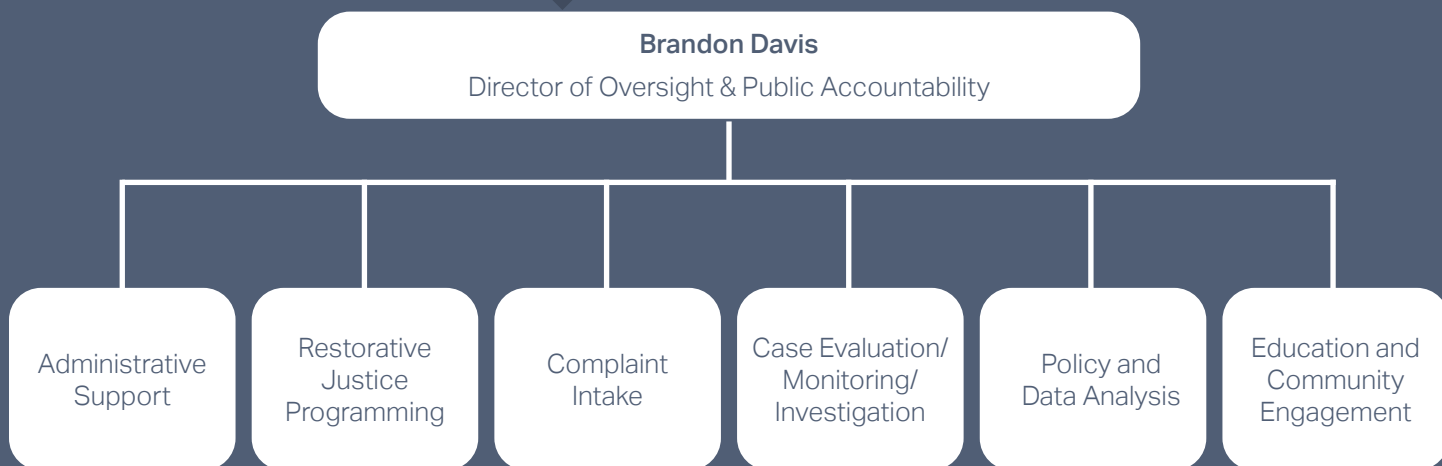
Implementation

The next step in ensuring that there is greater accountability and transparency in the work of the Grand Rapids Police Department and Grand Fire Department is to implement this plan. The execution of our plan requires a major lift. However, our effort to ensure that all people feel safe and are safe at all time is of the utmost importance. This is an important initial step toward repairing centuries of injustice and ensuring that there are respectful relationships and just outcomes in interactions between community and public safety.

The next steps in implementation of this plan include:

- Recruiting talented staff to help execute the mission of OPA. (August/September 2020)
- Creating procedures to operationalize the strategies detailed in this plan. (Fall 2020)
- Conducting internal and external education regarding the role and focus of OPA (Fall 2020)
- Redesigning OPA's website to make access to data and complaint tools readily accessible. (Fall 2020)
- Reporting out on the progress of this plan on a semi-annual basis (Winter 2021)
- Work in partnership with community, the Grand Rapids Police Department, and the Grand Rapids Fire Department to ensure that all people feel safe and are safe at all times in our community. (Continuous)
- Continue to pursue justice. (Always)

OPA Organizational Function Chart



Draft

Special Thanks

The creation of this plan would not have been possible without the many hours of intellectual and emotional capital that has been given to this work by our community members and community partners. We are grateful for your investment in each other and the Grand Rapids community. We are also appreciative for the leadership of City Manager Mark Washington, our elected officials, and the partnership of all City Employees. We are truly stronger together.

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