

Evaluate—Revise—Improve

Juneau Police Department



Strategic Plan 2011-2014

A Message from the Chief



What a difference three years makes! When we developed our last Strategic Plan in 2008, the nation's economy was – to say the least - considerably healthier. In our planning sessions at that time, no one anticipated the severe economic recession, and housing market collapse and the national economy's subsequent influence on our local operating budget.

While it is clearly more enjoyable to plan during times of more prosperity, it is perhaps even more important to strategically plan during leaner times. When resources become scarce, it is critical that the decisions made on deployment of those resources are well grounded in fact and thoroughly thought out.

Our planning process started with a community survey. since our mission statement starts out with "In partnership with the people of Juneau...", it was our desire to gauge community priorities before making strategic plans. Some charts with the results of the survey are included in this plan on page 3.

The next step was to form the Strategic Planning Committee, including representatives from throughout the department. I would like to thank and express my sincere appreciation to the committee members for many hours of hard work and brainstorming. The members were as follows:

Officer Tommy Penrose
Detective Russ Haight
Dee Ojard
Lead CSO Bob Dilley

Sarah Dolan
Branden Holloway
Dixie Alms

The committee was given instruction that with very unusual exception, this plan was not to include budget increases. Instead, we were focused on developing more intelligent ways to serve the community with fewer resources at our disposal.

The committee spent the first few meetings examining through a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. This provided a good framework upon which to build our primary goals and our operational plans.

The committee also reviewed our Mission Statement and Vision Statement as listed on page 4 and decided no changes were needed.

I would once again like to express my appreciation to City Manager Rod Swope, the members of the City and Borough Assembly, and the entire community for your continued support. It is all the more important that we all, as a team, confront the economic challenges ahead.

Greg Browning

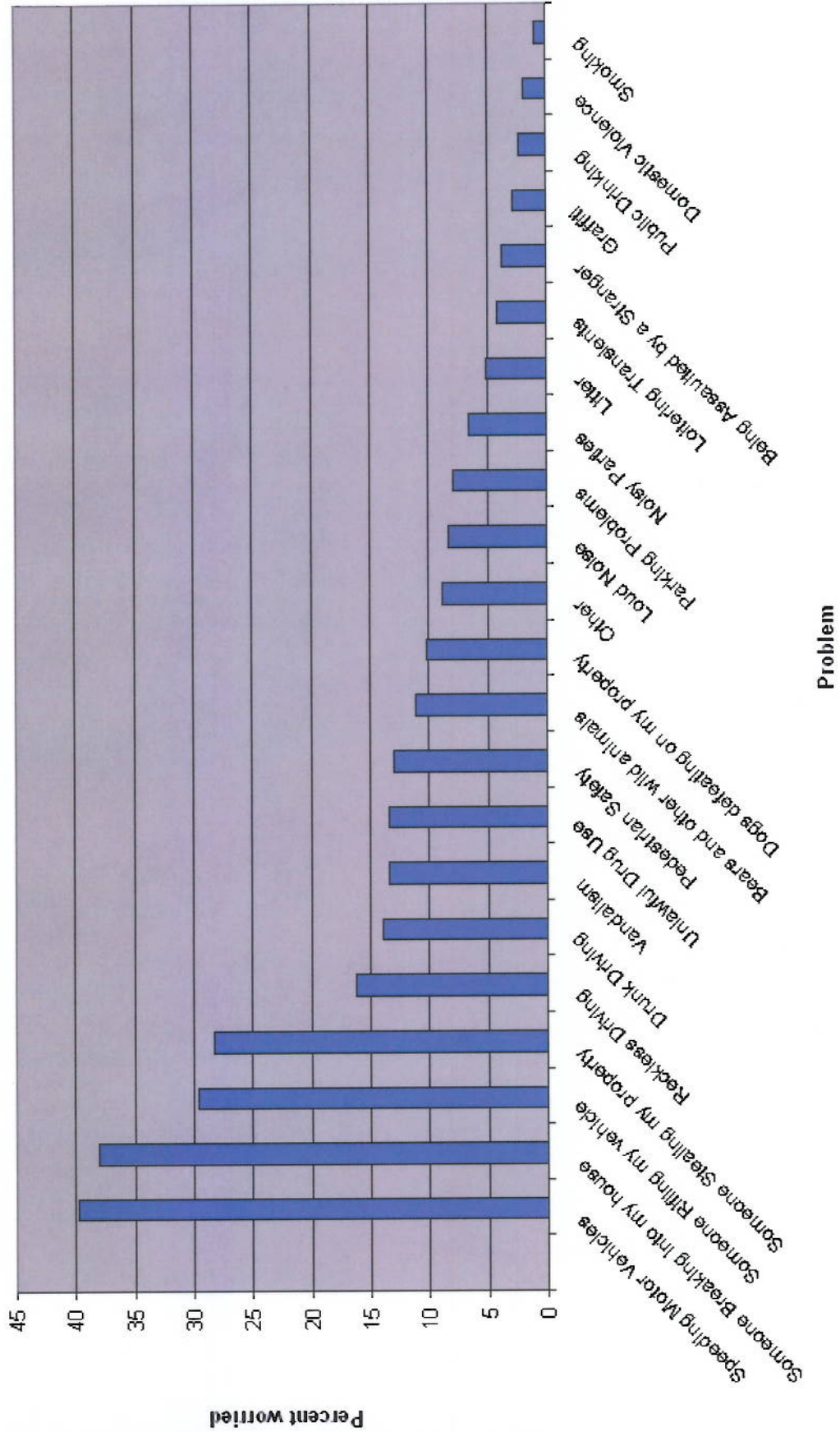
December 2011



*Greg Browning,
Chief of Police*

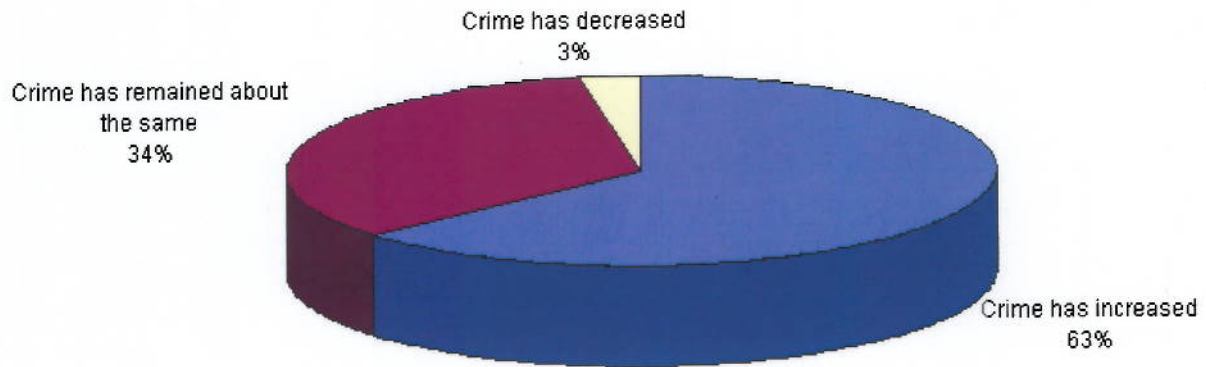
Community Survey Results

Police Related Problems I worry most about



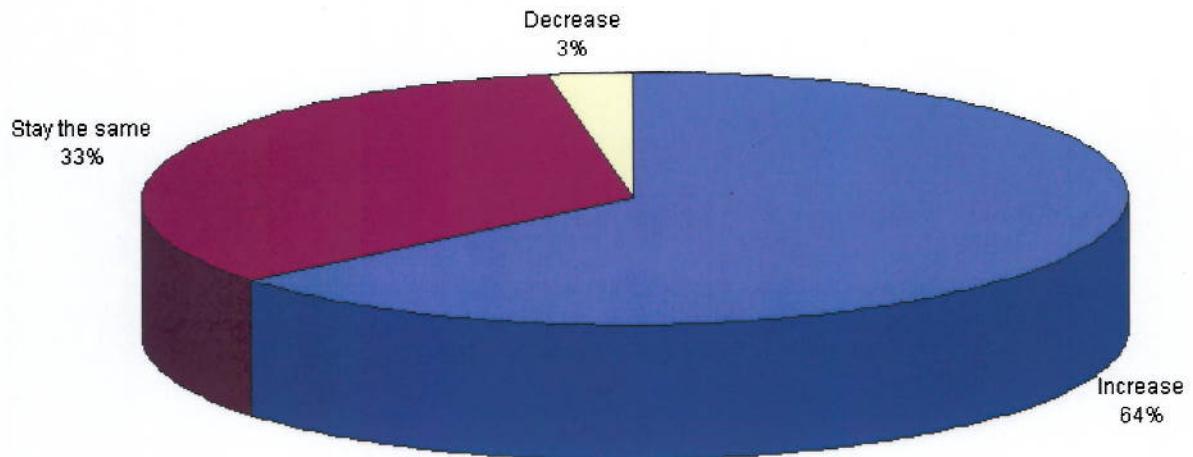
Community Survey—Crime

Has Crime Increased over the last 5 Years?



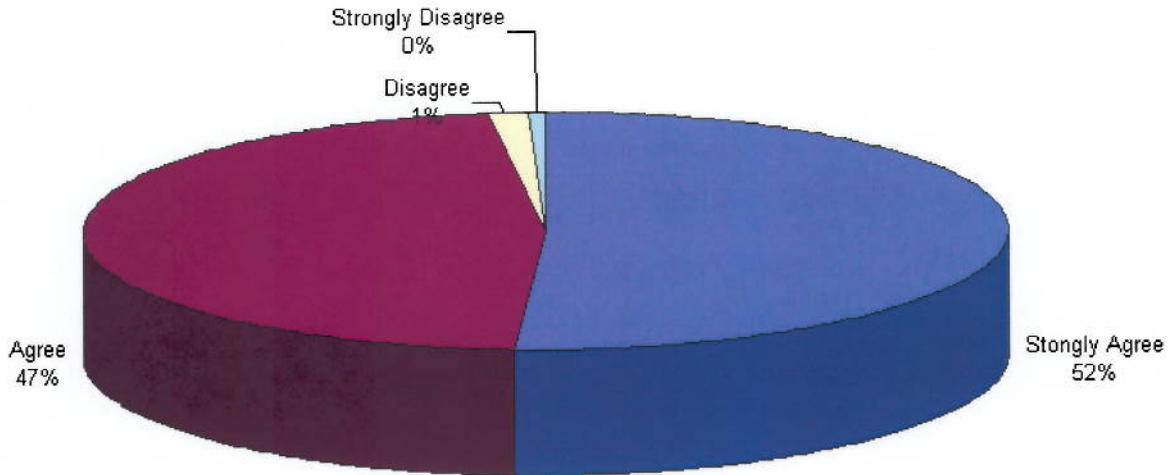
Opinion of the survey

Will Crime Increase in the next 5 years?

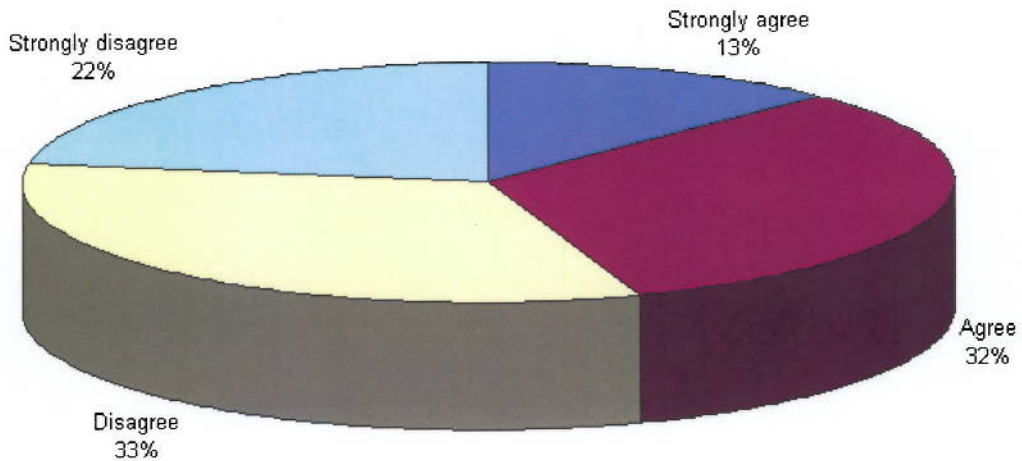


Community Survey—Feeling safe

I feel safe at home.

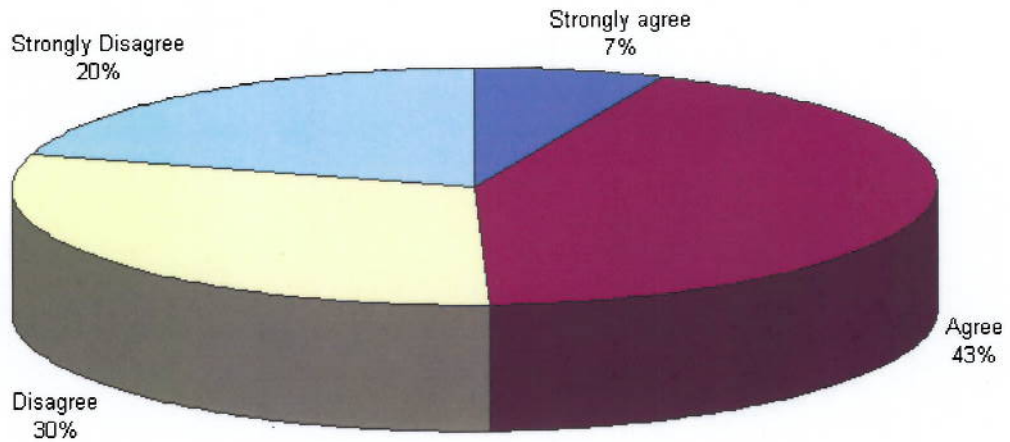


I feel safe walking alone downtown at night



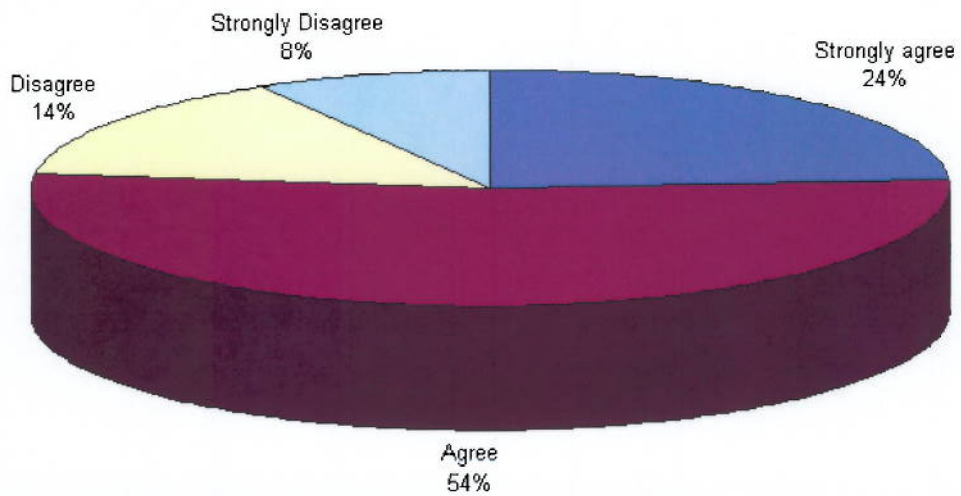
Community Survey—Traffic Safety

Traffic enforcement in Juneau meets the needs of the community



Community Survey—JPD does its job well

JPD Does its job well





Juneau Police Department

Mission Statement:

In partnership with the people of Juneau, the mission of the Juneau Police Department is to make our city a place where people can live safely and without fear of crime.

Vision Statement:

The Juneau Police Department will be a progressive organization, nationally recognized as a role model of unquestionable integrity, cooperation and professionalism.

Using teamwork, we will be an effective and efficient deterrent to crime in Juneau, united in our effort to make our City and Borough a better place to live, work and visit. We will partner with our community and other agencies to achieve this goal.

We will carry out our responsibilities in a caring and courteous manner. We will respect and uphold the rights of all citizens.

We will create and maintain an organizational culture that supports these values.



Goals:

- Reduce Crime and Improve Crime Prevention through Strategic Deployment of Limited Resources
- Enhance Juneau's Livability
- Utilize Cost Effective Technological Solutions
- Help Make Juneau a Safer Place to Drive, Bike or Walk
- Expand the Use of Community Volunteers
- Revitalize our Communications Center



Crime Reduction and Prevention

We will work closely with the community and other agencies to reduce the fear of crime and create safer neighborhoods.



- Expand seizure and forfeiture opportunities
- Enhance drug enforcement
- Maintain continued utilization of the media for public education
- Expand community awareness of identity theft and cyber crime
- Better define our current relationship with other agencies and increase interagency cooperation
- Create videos to be posted on our website showing the public information about JPD and crime prevention



Enhance Juneau's Livability

We want our citizens to have a high level of confidence in our department and we would like to foster better relations with the community by providing innovative methods of dealing with difficult situations and enforcement of our city and state laws.

- Explore options for improving transient services
- Explore ways to make our laws more effective
- Revisit the possibility of a public intoxication law
- Expand the downtown foot patrol programs
- Maintain effective enforcement of parking and litter laws



	+2.000
	+5.000
	+1.500
	+1.125
	+1.062

Utilize Cost Effective Technological Solutions

We recognize the need for improving and making better use of technology to increase effectiveness and maximize conservation.



- Explore better surveillance systems
- Explore and implement desktop virtualization (taking a fully functioning high powered computer and turning it into a low powered connection to a server that provides the operating system, applications and desktop)
- Explore and implement server virtualization (taking multiple physical servers and, through the use of new technology, migrate them to a single physical server)
- Explore better video options for keeping officers in the line of sight of the camera when they leave their cars
- Explore field biometric identification
- Evaluate and streamline mobile computing
- Explore current methods of digital record keeping
- Explore technology to improve night shooting
- Examine current radio technology
- Examine current case number methodology and revise if better system surfaces



Help Make Juneau a Safer Place to Drive, Bike or Walk



We want our citizens to have a high level of confidence in our department and we would like to foster better relations with the community by providing Juneau's residents and visitors with a safer community in which to reside and recreate.

- Implement Data Driven Approaches to Crime and Traffic Safety (DDACTS)
- Implement new radar speed measuring device
- Explore possibility of having a liaison between JPD and DOT
- Explore creating a traffic unit for enforcement possibly utilizing unmarked vehicles



Expand the Use of Community Volunteers



We feel there is a potential for expanding JPD's use of community volunteers in a variety of areas and will explore the expansion of our volunteer program.



- Encourage Juneau Citizen Patrol (JCP) to expand
- Expand the use of community volunteers with realistic expectations
- Find better ways to show appreciation for volunteers



Revitalize our Communications Center

Our Communications Center is currently in crisis and in need of additional employees. In addition, our geographic isolation contributes to our inability to recruit individuals possessing the skill set to become a successful dispatcher. We plan to utilize a variety of techniques and revisions to our current system as we work to increase our work force.

- Explore call-taker position
- Explore making dispatchers "dispatchers" not records keepers and officers
- Make the role of Dispatchers a profession
- Provide better Special Operating Procedures
- Explore technology that assists dispatchers in being more effective
- Develop and implement a master dispatcher program

