

**Integrity, Courage, Service,
Respect**

Juneau Police Department



Strategic Plan 2016-2020

A Message from the Chief



I am proud to present the Juneau Police Department's five-year strategic plan. The Juneau Police Department serves the City and Borough of Juneau, Alaska, a jurisdiction of 32,000 full time residents. In addition, the population increases by 15,000 people daily during the busy tourist season when 1,000,000 people visit Juneau. The Juneau Police Department provides policing and public safety services within the City and Borough of Juneau geographic boundaries and delivers services through a team of sworn officers and non-sworn employees.

The Juneau Police Department has created strategic plans in the past, each implemented with varying degrees of completion. This strategic plan is intended to guide the major decisions and focus of the Department for the next five years. In preparing this Strategic Plan, we utilized a different process than has been used in the past. In this process, we utilized a normative model of decision making, specifically a consultative process where I shared the problem with members of JPD, collectively getting their ideas and suggestions. I then tried to provide a clear guide and direction for JPD to strategically follow over the next five years.

Our goal is to build upon the accomplishments of those who came before us and embrace innovative advances to build the future of the Juneau Police Department.



*Bryce Johnson,
Chief of Police*



Juneau Police Department

Core Values: Integrity, Courage, Service, Respect

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:

JPD has a vision of how to accomplish the goals of the Mission Statement. The Juneau Police Department is united in a spirit of teamwork to be an open, courteous, and community-minded organization devoted to quality public service. We are dedicated to live by values reflecting a genuine desire to care for the safety and well-being of the public we serve, as well as, the professionals who provide that service.



Goals:

- Reduce crime and improve crime prevention
- Increase traffic safety
- Enhance recruitment and retention
- Promote positive internal relationships, accountability, and open communication
- Obtain technology that is smaller, mobile, and able to multitask
- Maintain fiscal responsibility



Reduce Crime and Improve Crime Prevention



We will control crime utilizing specific tactics:

Foster community partnerships and relationships. This is the essence of community-oriented policing.

- Geographic policing
- Getting out of the police car (park, walk, ride, talk)
- Neighborhood watches
- Community Action Teams
- Proactive offender-based investigations
- Crime prevention through environmental design
- Community outreach programs
- Increased collaboration with other criminal justice and community health partners

Reduce the availability of illegal narcotics, which is a driver for many other types of crimes.

- Patrol-based drug enforcement
- Coordination within JPD between drug operations and patrol
- Coordination with partner enforcement agencies
- K9 interdictions

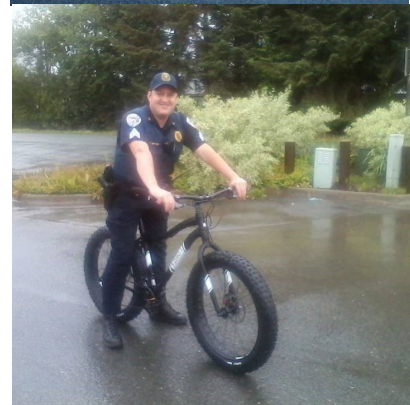
Provide high quality training and continuing education to our law enforcement professionals.

- Establishment of training plans for new employees
- Establishment of annual training plans for specialty services

Increase Traffic Safety

We will increase traffic safety utilizing specific tactics:

- Coordinated patrol traffic enforcement
- Increased and coordinated speed board deployments
- Establishment of a traffic detail
- Bicycle safety campaigns
- Pedestrian safety campaigns



Enhance Recruitment and Retention



We recognize that our greatest asset is our people. Retaining our high quality professional staff and attracting superior, qualified new staff who are reflective of the community we serve is the basis for every other goal.



- Maintain a recruitment schedule based on anticipated needs
- Devise new and creative marketing of open positions
- Promote recruiting diversity
- Provide equitable rotation through specialty positions to keep careers progressing and dynamic
- Establish a temporary deployment program
- Establish a police explorer program
- Create exit strategies and succession planning
- Maintain standardized training and evaluation guidelines



Promote Positive Internal Relationships

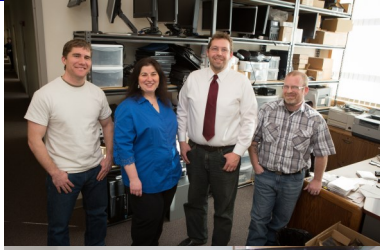


We want to promote positive internal relationships, accountability, and open communication.

- Provide ongoing leadership training
- Maintain standardized, fair, and accepted performance evaluation systems
- Align staff through natural work groups
- Promote activities committee
- Continue regular and timely recognition of achievements
- Provide opportunities to attain personal and professional goals
- Establish and maintain an accredited Police Department
- Establish and maintain a compelling, motivating, and inspiring culture



Smart Technology



We want to utilize technology that is smaller, mobile, and able to multitask.

- Emphasis on increased efficiency for end users
- Cost-effective technology solutions
- Establishment of a technology review process with emphasis on the end users' needs
- Body-worn camera systems that integrate with current infrastructure
- Mobile report writing with all applications being available in the field
- Replacement of aging Computer Aided Dispatch (CAD) system and Records Management System (RMS)
- Switch from UCR crime reporting to NIBRS

Fiscal Responsibility



We want to be a full-service municipal police department that makes efficient use of the limited resources entrusted to us.

- Development of and increased use of grant writing capabilities
- Sustainable replacement schedule for equipment and training
- Creation of a Police Foundation
- Systematic quality control and efficiency studies
- Single focus budget and expenditure