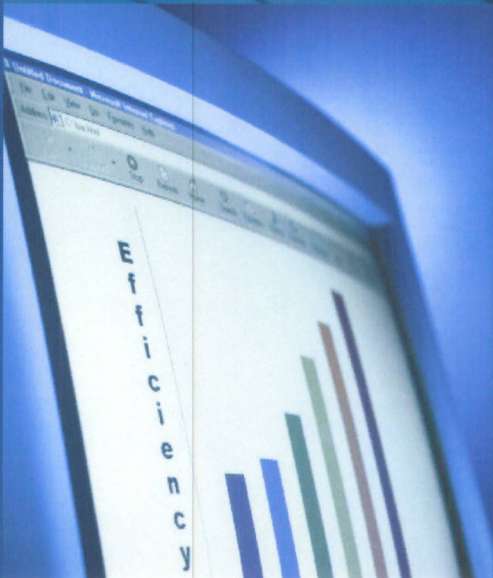
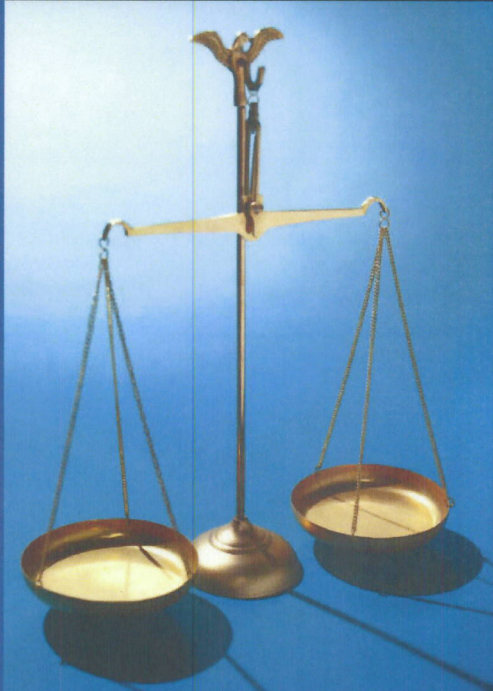




Juneau Police Department

Strategic Plan 2009-2011



Manage - Measure - Improve

A Message from the Chief



I've always loved maps. For me, half the fun of a vacation is in the planning. And for certain, pre-planning a trip is the best way to avoid getting lost and the best way to maximize the benefits derived from the voyage. This document is our "trip plan" for the next three years. It represents the collective thoughts of several Juneau Police employees from throughout the department. As with charting any course, the best laid plans inevitably encounter encumbrances requiring adjustment along the way. But to paraphrase the eloquent World War II General Patton, "A good plan today is better than a perfect plan tomorrow."

In formulating our strategic plan, it was our intent to create a document that was useful but not overly complex. We wanted to spell out our major goals, describe some possible strategies for achieving those goals and measuring progress or lack thereof. I intend to refer to this document frequently during the next three years to guide my decision making. I hope it is a useful reference for the entire department, as well as the community.

Management guru Peter Drucker insightfully asserted, "Plans are only good intentions unless they immediately degenerate into hard work." He is right. I realize this is an aggressive agenda and that this plan represents a challenge to us all at JPD. I realize the future is difficult to predict and that any number of obstacles can get in our way. But, I have the utmost faith in the capability of personnel at our police department. If anyone can do it, we can!

My sincere thanks to the members of the Strategic Planning Committee, whose months of hard work this document represents:

Dave Campbell
Stacy Eldemar
Blain Hatch

Rebecca Notmeyer
Dee Ojard
Dave Wrightson

Thanks also to all the other JPD employees who provided valuable input.

Finally, my sincere thanks to City Manager Rod Swope, Mayor Bruce Botelho, the members of the City and Borough Assembly, and the citizens of Juneau for their strong support as together we strive in making our community a safer and more pleasant place to live.

Greg Browning

December 2008



*Greg Browning,
Chief of Police*



Juneau Police Department

Mission Statement:

The mission of the Juneau Police Department, in partnership with the people of Juneau, 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.

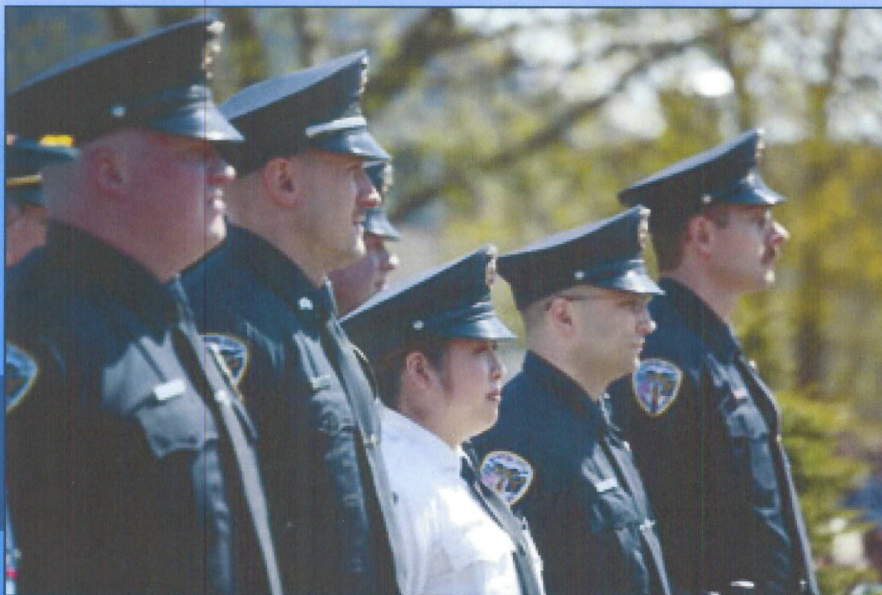
We will carry out our responsibilities in a caring and courteous manner. We will respect and uphold the rights of all citizens.

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

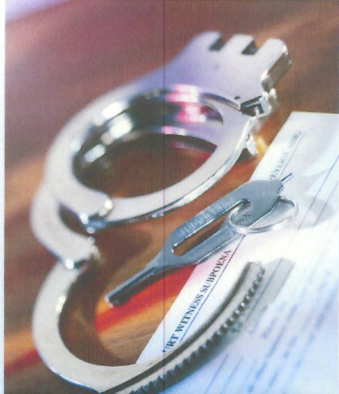


Goals:

- Reduce Crime and Increase Prevention
- Enrich Community and Police Partnerships
- Enhance Quality of Life
- Refine Personnel Development
- Improve Technology and Conservation
- Strengthen Special Services



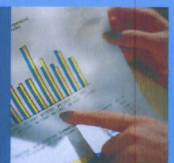
Crime Reduction and Prevention



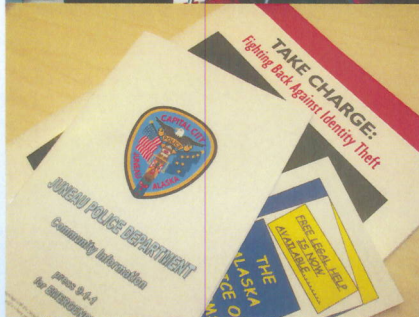
Reducing crime is one of our top priorities. Opportunities exist to make changes in the ways we allocate resources and approach law enforcement methods when dealing with crime. The use of crime analysis and directed patrol will aid in our crime prevention efforts.

- Increase unmanned patrol cars and unmarked vehicles as deterrents.
- Increase officer time on the road by implementing mobile computing and field reporting.
- Better utilize the media for education efforts in crime prevention and deterrence.
- Implement crime analysis meetings.
- Explore forfeiture and seizure opportunities at the municipal level.
- Enhance drug enforcement memoranda of understanding.
- Remain cognizant of increases in cybercrime and identity theft.
- Increase forensic investigative capabilities.

Measurement: UCR Statistics for violent and property crimes, 2% reduction of Part I / Part II crimes.



Enrich Community and Police Partnerships



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 communication and ways of working together.

- Hold police community meetings.
- Increase the number of neighborhood watch groups.
- Implement proactive educational efforts by the Public Information Officer.
- Maintain fully staffed Schools Resource Officer program.
- Develop use of substation as point of contact in downtown Juneau.
- Expand traffic education in schools.
- Re-establish bike safety rodeo.
- Provide informational pamphlets for the public at the front counter and substation.
- Provide alcohol/drug classes at schools for educators, students and parents.
- Seek funding for a domestic violence professional.
- Improve customer service in call taking.
- Examine viability of an Explorer program.
- Develop a user-friendly method for the public to report traffic complaints.
- Identify and define our current relationship with other agencies.
- Develop a junior police academy camp.

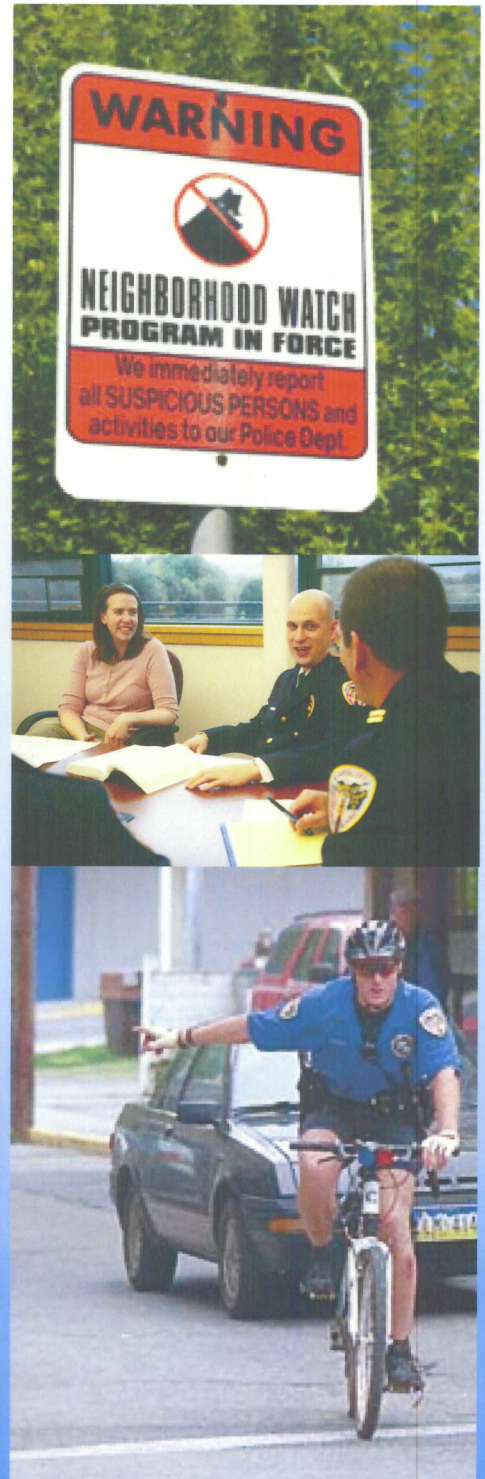
Measurement: Increased participation in programs



Enhance Juneau's Quality of Life

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

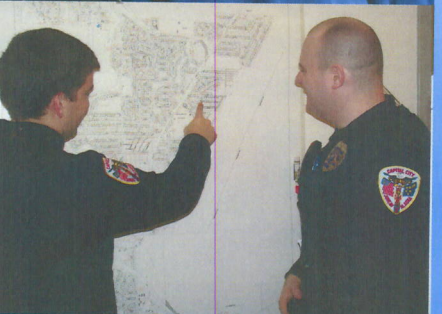
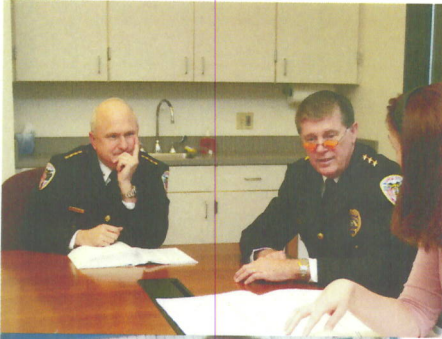
- Increase Neighborhood Watch participation.
- Create a relationship with Public Works/Street and Department of Transportation to address high traffic accident issues or other issues of mutual concern via periodic meetings.
- Develop relationships and regular meetings with other city departments that affect the quality of life issues in Juneau (i.e., Community Development, Parks and Recreation, Harbors, etc.)
- Increase use of alternative patrol techniques (i.e., foot, bicycle, etc.)
- Increase community policing and involve Juneau Citizens Patrol in directed patrol.
- Energize the Juneau Citizens Patrol program, possibly converting it into a Volunteers in Policing program.
- Implement a Vacation Watch program.



Measurement: Conduct a brief survey at a given community event each year, consult motor vehicle accident stats, and compare participation levels.

	+2,688
0	+5,000
1	+1,500
	+1,125
0	+1,062

Refine Personnel Development



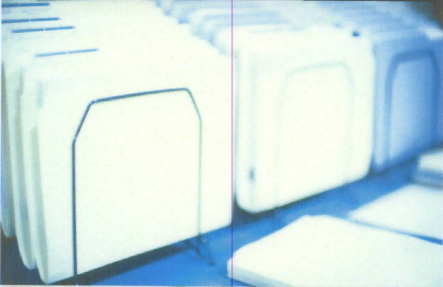
We are dedicated to improving departmental development practices; staffing, recruitment, retention, and training.

- Increase use of existing training funding (i.e., Alaska Police Standards Council and Highway Safety funding) and explore additional sources via grant writing to continue a high level of training.
- Increase the use of the Alaska Police Standards Council Traveling Trainer program to provide specialized training to more officers and get trainers certified.
- Continue high level of training for employees.
- Develop grant writing.
- Implement Master Police Officer program.
- Expand Paid Reserve Officer program.
- Encourage job shadowing in each division and ride-alongs for each new employee.
- Implement a chief/employee meeting program.
- Develop policies and procedures for dispatch.
- Continue refining dispatch academy, ultimately making certain portions available to other agencies.
- Explore the possibility of implementing a patrol academy.
- Improve employee retention.
- Develop family atmosphere and outreach program.

Measurement: Turnover rate, hours of training, in-house survey, employee training surveys.



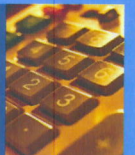
Improve Technologies and Enhance Conservation of Resources



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

- Implement MobileCAD and Field Based Reporting in order to make officers less dependant on dispatch resources and increase number of hours on the road.
- Complete digital transfer of records.
- Streamline fines collection process with CBJ Finance.
- Better use of technology to track pawn transactions.
- Continue working to utilize existing technology to its full potential (Records Management System, Computer Aided Dispatch, firearm simulator).
- Improve communications infrastructure.
- Synchronize Capital City Fire & Rescue computer systems with the police department's.
- Develop and maintain programs to promote inter-agency sharing and cooperation.
- Perform a fleet review.
- Establish facility energy conservation measures.
- Explore the use of License Plate Reader technology.

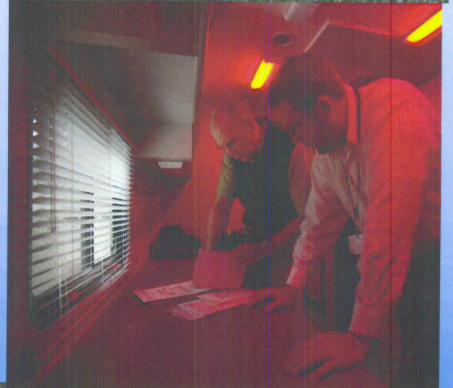
Measurement: Time comparisons on processes and energy consumption



Strengthen Special Services

Our geographic isolation means we don't have other municipal agencies to rely on when dealing with unusual circumstances, so we will work to improve such programs.

- Increase interest, improve continuity, and establish standard operating procedures for Special Emergency Response Team, Crisis Negotiations Team, and Explosive Ordinance Disposal.
- Provide detonation training (obtain our own range).



Measurement: Participation levels, training activities, and usage during incidents.