

From: "Meehan, Michael"

Date: 8/11/16 10:09 PM

Subject: Priorities and Commitment

I have reviewed the complete results of the strategic planning survey including all the written comments. A total of 134 responses were collected representing approximately 53% of the department.

The survey results were a strong wake-up call for me personally. It is clear many of you feel there is a lack of leadership and clear vision for our agency. That direct feedback tells me that I am failing some members of this organization. That is unacceptable. You expect and deserve more of my time and attention and you will get it. I care about the health of our entire department and recognize the need for action. It is my responsibility to give clear direction about my vision, build trust throughout our organization, and support each of you as you carry out our shared mission.

To accomplish this I am making the following commitments to you:

- More relevant information shared about the department more often
- More rapid decision making (whether the answer is yes or no)
- Full command team involvement in more department level issues
- More clear expectations and intent from me
- More training and educational opportunities
- More time with you
- More time in the field

Many people asked for more clear direction on my priorities for our department. My priorities are focused on supporting each of you so that we can continue to provide our

community with outstanding service. Here are my top priorities:

My internal priorities for our department are a commitment to:

1. Training and development at all ranks and across all divisions, and
2. Building an engaged and cohesive agency to include both professional and sworn staff

My external priorities are for our department are to:

1. Prevent and reduce crime, and
2. Maintain and grow our communities trust and confidence

We will incorporate these priorities into the Strategic Plan and other department systems to ensure they become part of everything we do.

Today, the full command team met and worked hard to find ways to immediately begin to further these priorities. There was a lot of positive energy and enthusiasm by the command team as you will see from what was decided. There's work to be done in the details but I wanted to share these out with you as soon as possible. Here is a brief recap of some the initiatives we intend to accomplish moving forward.

#### Beat Alignment: Transition to 16 Beats

When we implemented the current beat structure we promised to assess it to see if it was working—it isn't. Because of this we will work to transition to a 16 beat system. This will require work get done on several fronts and we are focused on how this transition can keep you in the field, on your beats, engaging with our community. This transition will also include clarification of policy regarding flat broadcasts, as well as how swing officers are assigned and utilized in patrol. We can't just throw a switch; there's work

involved but we will fast-track this project to the best of our abilities and available resources with the goal of completing the transition by the end of 2016.

#### Expanded Use of Coplogic

We will more frequently use Coplogic as a convenient option for our community. Our goal is to increase customer service by guiding more reports through the system as a customer service measure and to create more free time needed for you to be on your beats. We will support this change through increased community messaging and supporting dispatchers in offering this option to callers earlier in the call, rather than as a last option.

#### Option to Hand Write Report Narrative

In another effort to allow you more time on your beat, we will explore the option of allowing you to write report narratives by hand, in the field. This would reduce the amount of keyboarding needed in your car (or at the station), and allow you to remain in the field.

#### Compensatory Time for Dispatch

Our Dispatchers have been doing remarkable work with less than adequate staffing for some time. Years ago Dispatchers were prohibited from choosing to be compensated with comp time for their overtime work. We will review the records and history behind this directive with the goal of once again allowing Dispatchers to work for comp time.

#### Temporary Special Assignments

Officers would like more opportunities for special assignments and professional development, particularly since DTF was retired. Recognizing many officers' desire to develop their knowledge and experience, we will be implementing a program where

interested patrol team officers are afforded the opportunity to spend one to two weeks in an assignment of interest to them; e.g. SEU, Robbery, Sex Crimes, Traffic, etc. This pilot program will be up and running at the time-sheet.

#### Maintaining Staffing Levels

There were many comments about staffing including concerns about upcoming sworn retirements and resignations which we estimate will be six to eight positions through the end of the year. We have five recruits beginning the academy on August 30. We are continuing to process current applicants and are also planning our third recruitment of the year. While we will not sacrifice quality for quantity the goal is to hire enough qualified applicants to mitigate the separations, even if it means the need to over hire. We currently have twenty four dispatchers and are authorized twenty eight. We are in an active recruitment which concludes August 28. Our goal is to fill all four PSD vacancies with this recruitment. We have one vacant PEO position with two potential applicants in background. We have no CSO vacancies.