



INTEGRITY \* RESPECT \* LAWS AND THE CONSTITUTION \* ACCOUNTABILITY \* PROBLEM SOLVING \* PROFESSIONALISM

---

## MEMORANDUM

DATE: May 13, 2011

TO: John Szerlag, City Manager *JS*

FROM: Chief Gary G. Mayer, *GYM* Captain Colleen A. Mott *CDM*

RE: ICMA Implementation Plan and Progress Report – Police Department

---

Attached is the Police Department ICMA Progress Report.

Please advise as to whether you wish to receive an accompanying memo with future reports.

Thank you.

## ICMA Recommendations

---

13MAY11

### Implementation Plan and Progress Report – Troy Police Department:

#### Immediate to 6 months:

- 1) Appoint “Change Agent”. **DONE 4APR11. Captain Mott is now the Administration Captain with “change agent” responsibilities.**
- 2) Maintain four patrol shifts and ten-hour tours. **DONE**
- 3) Eliminate the Professional Standards and Community Services Division and transfer the duties, responsibilities, and personnel to other Divisions. **In progress. Transitional Organization Chart completed. Captains have been reassigned; personnel to follow.**
- 4) Eliminate a captain position. **DONE 4APR11. One captain transitioned to “change agent” position.**
- 5) Establish Intelligence Dissemination Program for Operations Division Supervisor Use. **In progress. “Crimedat” program established and reviewed at each shift’s daily roll call. More to follow.**
- 6) Review of police vehicle markings. **In progress. All police vehicles will now be marked. Vendor notified. (Two exceptions: DPU and TST vehicles.)**
- 7) Address CLEMIS deficiencies. **In progress. Research is being conducted to identify more efficient data collection methods. New report writing and record management system is in beta test stage at Auburn Hills PD and appears promising. County-wide rollout expected fall of 2011.**
- 8) Empanel internal “re-engineering” sessions to communicate organizational modifications to all employees. **In progress**
- 9) Broader use of volunteers. **In progress. One volunteer and one volunteer coordinator have been hired as of 4APR11. Additional volunteers recruited on 20APR at citizen police academy. Background investigations on four additional volunteers have been requested. Neighborhood Watch volunteers now being recruited.**

## ICMA Recommendations

---

- 10) Establish Calls for Service Committee to explore workload reduction possibilities, including:
  - a. Eliminate response to routine medical calls.
  - b. Eliminate response to property-damage-only motor vehicle accidents.
  - c. Establish a burglary alarm reduction program to drastically reduce response to these calls. **In progress**
  - d. Eliminate response to animal calls. **DONE. Oakland County Animal Control in place as of 15APR11.**
- 11) Examination of dispatch times and code priorities to reduce dispatch times. **In progress**
- 12) Empanel a committee to examine amount of time spent on administrative and other out-of-service activities. **Planned**

### **6 months to 1 year:**

- 1) Six-month evaluation of the Department's progress accompanied by a meeting with City Administration to review implementation of ICMA recommendations. **Planned**
- 2) Begin implementation of committee recommendations.
- 3) Automated Report Taking. **In progress. Hardware is in place for on-line and police lobby report taking. The new CLEMIS records management system will include an automated report-taking component and is expected to be available fall of 2011.**
- 4) Create a new division called the Investigations and Administrative Division. This division will combine the duties and responsibilities of the former Investigations Division and the Professional Standards Division. **Planned for September 2011**
- 5) Eliminate the Juvenile Unit. **In progress. School Resource Officers to be eliminated June of 2011. The remainder of the Juvenile Unit will be reassigned to general investigations.**
- 6) Recall and reassign officers assigned to specialized task forces. **Begin implementation September 2011**
- 7) Alter work schedules of investigators to cover weekends. **Being studied.**

## ICMA Recommendations

---

- 8) Needs assessment of existing building. Explore feasibility of shutdowns, space sharing or subletting of space.

### **1 year to 2 years:**

- 1) Merge the Special Investigations, Criminal Intelligence, and Directed Patrol Units.
- 2) Transfer the Community Services Section to the Operations Division; re-align duties.
- 3) Reduce and relocate the Training Unit. Review/revise training schedules and plans.
- 4) Continue implementation of committee recommendations.
- 5) Evaluate and implement differential police response options (e.g., eliminate response to minor property crimes; refer to on-line or in-person police lobby reporting options, reports by appointment; referrals for juvenile retail frauds; elimination of response)
- 6) Evaluate and report on progress. Adjust as necessary.

### **2 years plus:**

- 1) Eliminate the Traffic Unit and redistribute these responsibilities to patrol.
- 2) Adopt a generalist approach to all police activities, as opposed to current specialist approach.
- 3) Continue implementation of committee recommendations.
- 4) Team-led enforcement by patrol officers (led by a supervisor directed at specific crime or disorder situations) to replace the activity of specialized units.
- 5) Streamline and improve the warrant process.
- 6) Evaluate and report on progress. Adjust as necessary.