



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

MEMORANDUM

DATE: October 6, 2011

TO: John Szerlag, City Manager *JS*

FROM: Gary G. Mayer, Chief of Police *Gary G. Mayer*

RE: ICMA Implementation Plan and Progress Report / Police Department

Included with this memo, please find the latest Police Department ICMA Progress Report. This report was compiled by Lieutenant Thomas Gordon. In addition to his regular duties he has been appointed as the change manager for the Department.

The report details the continuing progress that the Police Department is making to achieve the milestones presented by the ICMA report. What this report does not convey is the impact the reduction of staff has had on the people of this Department or the community we serve.

The Police Department is clearly in transition to becoming smaller as we are in the midst of staff reductions. The most significant impact of these reductions has been in the command officer ranks. These supervisory positions tend to be support for the direct service delivery function. They are the individuals responsible for achieving the multi-pronged roles of keeping Troy a safe community, keeping costs down, managing the changes Troy PD is experiencing, and providing the leadership of police officers and civilian employees. We are fortunate to have dedicated, well-trained, and professional sergeants, lieutenants, and captains. They have been very cooperative and accepting as duty assignments have changed and additional duties and responsibilities have been added.

In addition to points mentioned in the ICMA Progress Report, I offer the following areas where reductions or changes have occurred since the last report.

- The reduction of the number of police officers continues as we move towards the deadline for the ERIP. The number remains to be determined.
- Civilian staff numbers have been reduced.
- The new records management system has been implemented and has caused problems associated with the change.

While there have been changes within the Police Department with regard to some services, we are still at the initial stages of a comprehensive change in the type and scope of police services that will remain upon completion of the staff reduction plan. It is probable at this point that the average citizen has not noticed a significant deviation from the traditional service

levels the Police Department provided in the past, especially in the areas of response to calls for service or the handling of routine incidents. While this may be the present case, it is important to note some of the reductions that have already transpired, as well as to prepare the community for more significant changes that will occur as we reach our final staffing levels.

Examples of services that have already been impacted include the elimination of Animal Control services; the reduction of public walk-up service hours at the Police Records Section from five to four days per week; the elimination of several youth related prevention and education programs, such as Jam Fest and the Police Explorers Program; and changes in deployment of our uniformed patrol officers, especially involving our Traffic Safety Unit, which has led to fewer resources available to address neighborhood traffic issues that we were once able to deploy. Our public information and media relations are not as robust as they were. Community services and crime prevention programs are being reduced. Our participation in prevention programs with the Troy Community Coalition for the Prevention of Alcohol and Drug Abuse has been significantly reduced. Juvenile officers in the schools have been eliminated.

In response to some of these reductions, we have successfully implemented a citizen volunteer program to fill some of the gaps. One aspect of that program anticipates fewer uniformed patrols in neighborhoods, schools, and businesses and features citizens patrolling their own neighborhoods and acting as our eyes and ears. In another area, volunteers are providing some routine call-back services and case updates to complainants on criminal cases where detectives are no longer available to perform that service. Finally, some volunteers are providing routine clerical and technological support in our Police Records Section and Investigations Section.

We will soon be entering the point of the change process where there will be a more significant and noticeable impact on the services we have traditionally provided. Many of these changes are summarized in the ICMA report to City Council. They involve the reduction and possible elimination of response to routine medical calls, eliminating our response to property damage crashes, significant reductions in the types of criminal cases that will be assigned for investigation, and the reduction and possible elimination of response to burglar alarms. In addition, many routine reports and reports of minor crimes will require citizens to either respond to the station or file those reports on-line rather than having police officers dispatched to their residences or businesses to take those reports. These changes and others are presently being analyzed. A key aspect of the initial stage of this analysis is the current attempt to identify and include key stakeholders in the community that will be impacted by these changes in an effort to gather their input.

Although the mandated reductions will impact the types of police services available in this community, we are a professional organization made up of dedicated people. Reduced service does not equate to poor service. Although there will be less services than in the past, we remain committed to providing this community with professional public safety by effectively and efficiently utilizing the resources that we are allocated.

The Troy Police Department remains committed to our mission to enhance the quality of life in our community by forming partnerships that provide for the protection of life and property and maintain the peace through police service.

ICMA Recommendations

October 6, 2011

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. Effective 01JUL11, Lt. Gordon is new change manager. DONE
- 2) Maintain four patrol shifts and ten-hour tours. DONE
- 3) Reorganize 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. Updated organization chart completed and distributed 24JUN11. Reassignment of personnel continue; redistribution of workload ongoing. Effective 15SEP11, PIO/CSS Lieutenant and responsibilities transferred to Operations Division – Road Patrol. Transitional Organizational Chart updated. DONE
- 4) Transition a captain position. DONE 4APR11. One captain transitioned to “change agent” position. Effective 30JUN11, Captain Mott retires. Two division captains remain. DONE
- 5) Establish Intelligence Dissemination Program for Operations Division Supervisor Use. In progress. Crime Mapping program established and reviewed at each shift’s daily roll call. More to follow. As of 1 AUG11, On-line Crime Mapping program is fully operational and used by supervisors at each roll call. DONE
- 6) Review of police vehicle markings. Most vehicles now marked. DONE
- 7) Address CLEMIS deficiencies. In progress. Research is being conducted to identify more efficient data collection methods. As of 20SEP11, the new TalonMDC, and CLEAR report writing systems have been fully implemented. The CAD Log model proved cumbersome, and has been replaced with TalonMDC based on-line Activity Logs. This new program is expected to begin implementation in November 2011.
- 8) Empanel internal “re-engineering” sessions to communicate organizational modifications to all employees. In progress. Volunteers identified and assigned to

ICMA Recommendations

various committees (see below). Committee responsibilities will include regular progress reports/communications to Department members disseminated through Lt. Gordon. As of 26SEP11, all committees have been assigned Chairpersons; work continues.

9) **Broader use of volunteers. Continuing.** Volunteers, as well as the Citizens on Patrol program, continue to provide valuable service. Hours volunteered by these citizens are being tracked and reported to City Management and Council through the Office of the Chief of Police.

10) **Establish Calls for Service Committee to explore workload reduction possibilities, including:**

- a. **Eliminate response to routine medical calls. Committee selection in progress.** Chairperson (Sgt. Ostrowski) is gathering data, bringing in community stakeholders, and identifying possible response options.
- b. **Eliminate response to property-damage-only motor vehicle accidents. Committee selection in progress.** A recent retirement necessitated selection of a new Chairperson (Sgt. Szuminski). Community stakeholders have been identified, and additional committee volunteers have been identified.
- c. **Establish a burglary alarm reduction program to drastically reduce response to these calls. Committee selection in progress.** Chairperson (Lt. Redmond) has been appointed, exploring possible change to alarm ordinance. More to follow.
- d. **Eliminate response to animal calls. DONE.** Oakland County Animal Control in place as of 15APR11. Sgt. Szuminski assigned remaining ACO oversight duties (e.g., Liaison w/OCAC, permit oversight, ACO general order re-write). DONE

11) **Examination of dispatch times and code priorities to reduce dispatch times. In progress. DONE.** CAD priorities reviewed and changed so that only incidents that are always priorities (e.g., PI accidents and B&E in progress) are included in data for future review (Brandimore). Note: This will be continuously monitored for quality assurance purposes. DONE

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- 12) Empanel a committee to examine amount of time spent on administrative and other out-of-service activities. Committee is in place; progress is ongoing and coupled with other Operations Division goals. **Note: This will be continuously monitored for quality assurance purposes. DONE**

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. Communication between Lt. Gordon and Police Administration is continual. Tracking of activities which contribute to the implementation of ICMA recommendations is also continual.
- 2) Begin implementation of committee recommendations. In process.
- 3) Automated Report Taking. In progress. Hardware is in place for on-line and police lobby report taking. The new CLEAR report writing system will include an automated report-taking component and is expected to be available fall of 2011 (Wolf). In progress.
- 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 administrative duties. Organizational chart updated. **DONE**
- 5) Eliminate the Juvenile Unit. School Resource Officers to be eliminated June of 2011. The remainder of the Juvenile Unit will be reassigned to general investigations. **DONE**
- 6) Recall and reassign officers assigned to specialized task forces. Being studied (Frye)
- 7) Alter work schedules of investigators to cover weekends. Being studied (Frye)
- 8) Needs assessment of existing building. Explore feasibility of shutdowns, space sharing or subletting of space. Preliminary discussions

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. In progress.
- 3) Reduce and relocate the Training Unit. Review/revise training schedules and plans. Training Unit has been relocated to police headquarters. In progress.
- 4) Continue implementation of committee recommendations.

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- 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. While maintaining Traffic Unit duties, the officers have been redeployed from the Special Operations Section to the road patrol shifts.
- 2) Adopt a generalist approach to all police activities, as opposed to current specialist approach. In progress (Juvenile Unit, Traffic Safety Unit).
- 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.