



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

MEMORANDUM

DATE: November 7, 2012

TO: Michael Culpepper, Acting City Manager

FROM: Gary G. Mayer, Chief of Police 

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.

For fiscal year 2012/13, we have reduced our operating budget by over 4.9 million dollars. From our peak staffing levels, we have reduced the number of sworn personnel by 33%. Our command staff has been reduced by 40%. The "60/40 Rule", used by the ICMA to determine appropriate staffing levels, addresses the issue of obligated versus unobligated time. The study states that officers should have no more than 60% of their time dedicated to "obligated" activities. Our officers are currently spending 64.3% of their time on obligated tasks. This is up from 54.8% when this was first tracked in February 2010. To address the challenges of our declining resources, some additional operational changes have been made.

- In cases where an individual is taken into custody by Troy officers for a warrant held by a neighboring jurisdiction, we are no longer bringing the arrested party into our lockup facility to be booked and held for pickup. Instead, supervisors may approve the transfer of the individual directly to the neighboring jurisdiction.
- In many cases where a motorist is found to be driving on a suspended license, they are simply issued an appearance ticket at the scene, and the vehicle is impounded. Our longstanding past practice of making a custodial arrest on all suspended drivers has ended.

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

August 15, 2012

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. Significant connectivity issues have been identified and are being addressed. **Continuing.**
- 8) Empanel internal “re-engineering” sessions to communicate organizational modifications to all employees. Volunteers identified and assigned to various committees (see below). Committee responsibilities will include regular progress

ICMA Recommendations

reports/communications to Department members disseminated through Lt. Gordon. All committees have reported their findings to Lt. Gordon, and the results are being reviewed and/or implemented. **DONE**

- 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. **Recently we utilized our volunteers to assist with our search for a homicide victim in Montrose. Our COP volunteers worked a combined 94 hours during the incident. Continuing.**
- 10) Establish Calls for Service Committee to explore workload reduction possibilities, including:
 - a. Eliminate response to routine medical calls. The committee has reported their findings. Policy is being rewritten, and changes are being made to the types of medical runs that officers respond to. Generally, only life threatening medical runs will receive police response. **DONE**
 - b. Eliminate response to property-damage-only motor vehicle accidents. The committee recommends no change in our response to property damage accidents at this time. This issue will be tracked, with the possibility of a reduced level of response in the future. **DONE**
 - c. Establish a burglary alarm reduction program to drastically reduce response to these calls. Committee selection in progress. We have already implemented many of the security industry's "best practices" in our alarm response. The committee continues to explore the possibility of proposing changes to the alarm ordinance that would reduce the number of false alarms requiring police response. **Continuing.**
 - 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**

ICMA Recommendations

11) Examination of dispatch times and code priorities to reduce dispatch times. **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**

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.

Continuing.

2) Begin implementation of committee recommendations. **DONE**

3) Automated Report Taking. Hardware is in place for on-line and police lobby report taking. The self-reporting kiosks are planned to be operational by February 15. The Lobby On-Line system is operational. **To date, a total of 132 police reports have been made using this system. Its performance is tracked monthly. DONE**

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. **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. Detectives assigned to DEA and ICE will remain, due to the drug forfeiture revenue that they generate. The detective assigned to NET has been recalled and reassigned to uniform patrol. **DONE**

ICMA Recommendations

7) Alter work schedules of investigators to cover weekends. Study complete; unnecessary due to change in Domestic Violence arraignment requirement. **DONE**

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

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.

DONE

3) Reduce and relocate the Training Unit. Review/revise training schedules and plans. Training Unit has been relocated to police headquarters. In-service “roll call” training has begun. **DONE**

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).

Note: This will be continuously monitored for quality assurance purposes. **DONE**

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. **DONE**

2) Adopt a generalist approach to all police activities, as opposed to current specialist approach. Elimination of Juvenile Unit, Traffic Safety Unit, and reduced ET response has occurred. **DONE**

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.