



Globe Police Department

Audit Recommendations

June 9, 2015

About the Public Safety Strategies Group

- Established in 1994.
- Have provided consulting services, research, interim staffing, recruiting, data analysis, policy development, and training to over 350 departments.
- Comprised of public safety professionals - each with over 28 years of experience.
- For more information on PSSG please visit:
www.publicsafetystrategies.com

Methodology

- Interviews with city staff
- Interviews with members of the City Council
- Interviews with police department staff
- Interviews with community stakeholders
- Interviews with business stakeholders
- Interviews with outside law enforcement agencies

Material Reviewed

- Organizational Charts
- Roster
- Pay Scale
- Grants
- Policies and Procedures
- Fleet (basic numbers only, waiting on additional information)
- Training
- Example Reports from each Officer
- Internal Investigations (one from each investigator)
- Performance Evaluation Manual
- Deployment / Schedule
- Calls for Service Data
- Detective Caseload
- Social Media Sites - Website / Facebook
- City of Globe Strategic Plan

Organizational Structure - Future

Recommendations:

- Maintain current staffing until audit recommendations are selected and implemented.

Organizational Structure

Dispatch

Recommendations:

- Contract out for dispatch to provide more efficient service and free up space in the station.

Communication - Internal

Recommendations:

- Conduct quarterly department meetings (asking an outside agency to handle calls).
- Standardize roll calls / briefings to ensure transmittal of information.
- Use email to circulate information (which also serves as a tracking strategy)

Communication - External

Recommendations:

- Formalize the weekly meetings with an agenda, talking points, minutes, and follow-up as needed.
- Develop policies on use/updating of social media and press release development.
- Develop and cultivate a strong community engagement strategy that involves department members and stakeholders.

Facilities

Recommendations:

- Clean and organize the station.
- Conduct a building space programming assessment.
- Consider the feasibility of renovating the police and fire facility to create some shared space.
- Ensure that the station color conforms to local design regulations.

Fleet

Recommendations:

- The City should consider fewer, higher quality vehicles.
- The Fleet Manager should create a ranked list of the vehicles from best to worst and work towards eliminating poor quality vehicles.
- Create a replacement plan.
- Integrate some small SUVs into the fleet.
- End the practice of take home cars.
- Improve tracking of repairs.
- Create a vehicle checklist for use at the start and end of each shift that supervisors must review and sign.

Equipment

Recommendations:

- Establish a plan to replace and update hardware and software.
- Establish a firearms instructor and armorer assignment to track all weapons and ensure they are up to date.
- Assign an officer as the traffic officer and ensure that they keep all equipment up to date (radar, LIDAR, Total Station, Stealth Stat).
- Stop the practice of officers carrying equipment that is not department owned/issued.
- The PD should not purchase (or receive as part of a donation) any equipment unless there is a plan for training, use, and maintenance.
- Create a policy that provides for equipment to be donated to the City, but that funds/donations for special events are contributed to a police foundation or friends of the police type non profit.

CAD/RMS

Recommendations:

- Dispatchers need to improve data input quality.
- Supervisors need to review data quality.
- The PD should electronically map data.
- The PD should seek a state of the art CAD/RMS.

Case Management

Recommendations:

- Create a system of tracking cases that includes review of all cases by a supervisor.
- The chief should be reading the logs and receiving case updates on significant cases through the chain of command.
- The PD should evaluate the caseload and determine if two detectives are warranted and/or if patrol can enhance their skills by processing some of the cases.

Shift Scheduling

Recommendations:

- Eliminate the 13 hours and 20 minutes.
- Investigate the potential of either of the two options:
 - Traditional eight hour shifts.
 - Ten hour shifts with Globe covering 20 hours and an outside agency covering four hours or four hours going unfilled.

Salary

Recommendations:

- As appropriate, create a stipend for additional duties.
- Create a pay scale to recruit newly retired officers to fill positions on a part time basis.
- Using the data from the salary study create a document that outlines the pay for lateral transfers.
- Consider a bonus process to hirer more experienced officers.
- **Incentives for physical fitness** (this recommendation came from council and was not discussed with department members).

Career Development

Recommendations:

- The PD should create a resume template for each employee to fill out.
- The PD should work with the City to create a career development plan that is specific for PD members.
- Each employee should have an individual career development plan in place that is reviewed each year.

Performance Management

Recommendations:

- The department needs to create a strategic plan that includes a mission, vision and values statement along with performance measurements.
- Department efforts should be tracked monthly and posted internally as well as shared with the City Manager, City Council, and community.

Training

Recommendations:

- Develop a training database.
- Create a formal training request process.
- Create a list of acceptable classes so that officers do not request training that is not applicable to Globe.
- Provide basic training in Microsoft Office.
- Provide training in community policing and community engagement.

Community Engagement / Community Policing

Recommendations:

- The department needs to create a strategic plan for engaging the community and problem solving by collecting, storing, organizing, and analyzing data to reduce crime.

Community Engagement / Community Policing – Potential Efforts

- Traffic safety education and enforcement initiatives.
- Neighborhood meetings that include officers.
- Attendance and presentations at business meetings.
- Certification in and use of Crime Prevention through Environmental Design.
- Officers present at school opening and closing times.
- Officers providing lessons at the schools.
- Establishment of a bicycle and pedestrian safety program.
- Training of officers in child passenger safety.
- Partnership development with social service agencies to create a referral process for those dealing with alcohol and substance abuse issues.
- Training and programming on dealing with heroin and methamphetamine issues.
- Participation in National Night Out.
- Business area park and walks.

Partnership Development

Recommendations:

- The department needs to increase its partnerships to include:
 - mental and behavioral health specialist and referral programs
 - re-entry programming
 - school based programming
 - business programming
 - traffic engineering
 - community college collaboration

Neighborhood Watch

Recommendations:

- The program needs to be formalized with input from the groups and department members.
- Increase the number of Neighborhood Watch groups based on the desire of community members.
- Use the manual developed by a grant through the Bureau of Justice Assistance to guide the development of Neighborhood Watch efforts.

Grants

Recommendations:

- Develop a grant strategy.
- Develop an approval process for applying for grants and ensure that matching funds if required are available.
- Share grant bulletins with all members to inform them of the grant and solicit input on ideas for the grant.
- Create a committee to review grants and ensure they meet the elements of the strategic plan.

Uniforms

Recommendations:

- The City Council needs to determine if black or blue is the preferred uniform color and invest uniform consistency.
- Rather than an allowance, the department should change to a quartermaster system and use a limited number of vendors.
- Implement a staff inspection process.

Policies and Procedures

Recommendations:

- A committee needs to be established to review current policies and suggest changes to ensure they are accurate and up to date.
- Once policies and procedures are updated each member needs to sign off on the policies.
- A testing process needs to be established to ensure officers are knowledgeable on the policies.

Morale

Recommendations:

- The department needs to hold a meeting to discuss the audit, and how to change the culture within the organization.
- Communication internally and externally needs to improve.
- Pride in the organizational needs to be restored.
- Officers need to be held accountable for their actions.
- Each officer needs to contribute to engaging the community, increasing trust, and problem solving.

Next Steps

- PSSG holds meeting with the department.
- City Council selects priority recommendations.
- City hires a new chief.
- City creates a process for the department to report out on the progress of the implementation of recommendations.

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