



Saline

Saline Police Department

Organizational and Operational Review of Effectiveness and Efficiency

Conducted by Mr. Jon Hess

October 2015

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Saline, Michigan

Mr. Jon Hess Organization and Operation Review Saline Police Department October 2015

To: The City of Saline, Michigan, the Office of Mayor, and the Saline City Council.

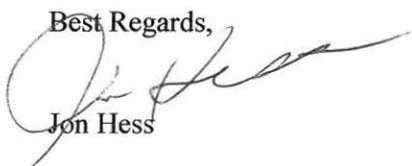
In September of 2015 the City Council of Saline, Michigan commissioned the services of Mr. Jon Hess to complete an independent audit of the Saline Police Department Operations and Organizational structure for effectiveness and efficiency. The completed audit would then compile a written report to the City of Saline, and make remarks and recommendations based on the findings of the auditor.

To complete the review process of the Saline Police Department Mr. Hess conducted the following activities as resources to complete the audit and written report:

- Performed an analysis and review of Policies and Procedures, Training records, Labor contracts, Deployment/Schedule, Annual reports, Rules and Regulations, Police reporting forms, and all documents and forms for conducting police businesses.
- Evaluated the current organization and operations of the Saline Police Department and compared against industry standards of efficiency and effectiveness
- Conducted an extensive interview process of Police Department employees, elected officials, City of Saline employees, citizens at large, community/business stakeholders of the Saline Police Department, and shift ride-a-longs.
- Conducted review of work methods, work flow, and identification of any gaps between operations and structure with the current operations and structure
- Information about personnel perceptions and organizational culture including information from volunteers
- Police Department interactions with other city departments, and other agencies working with the Saline Police Department

My report of final review is complete with recommendations for both short and long term actions for sustained success of the Saline Police Department. My recommendations are based in the context of professional best practices, and I am glad to offer specific success prototypes for each recommendation to assist in implementation of new strategies or project planning in the future.

I want to thank everyone in the City of Saline for your kindness and reception to this process. The employees and citizens of Saline have much to be proud of. A special thank you to Justine Mira for her assistance with scheduling and coordinating the review from the city offices. Thanks again, and I truly appreciate the opportunity to assist the City of Saline

Best Regards,

Jon Hess

EXECUTIVE SUMMARY

The overall purpose of the study was to assess police department operation and organization while providing information and recommendations to support City Council and Office of Mayor. While specific findings and recommendations will follow this executive summary it is most important that I comment on my overall impression of the Saline Police Department.

The Saline Police Department is overall providing effective and efficient Police services to its citizens. The Saline Police Department administrators, officers, dispatchers, and support staff are passionate about their community, their work, and that the reflection of their work is received positively in the community and with the Law Enforcement Community at large. The Police Department's physical plant and building amenities are very complete and impressive for a smaller Police Department. The police officers and dispatchers are provided the sufficient tools and equipment to complete their duties in a safe and efficient manner for the City of Saline and themselves. To maintain this positive direction the continued research of efficient police technologies will be important moving forward for the Police Department. The overall response from stakeholders of the City of Saline about their Police Department is affirmative and understanding to the demanding jobs of the men and women in the Saline Police Department. The community appreciates the foot patrols, thoughtfulness of officers, and truly values their cities overall commitment to Public Safety. I applaud all of you for the commitment to your police department

With these supportive comments being stated, I with thoughtful caution report that I also sensed a pattern and theme that is symbolic of "brokenness" within the Police Department. The feeling or perception of brokenness was not always consistent with all members of the department. Some members simply felt the presence of brokenness, while others were frustrated that the sense of brokenness caused a disruption to a good Police Department, its members, and the community. The root of this apparent brokenness has varied perceptions, paradigms, and tentacles. Therefore, any action to repair this perceived brokenness will have to be done in a multidirectional approach at best. Please understand this perceived feeling is again seen by most as an annoyance to the good name of the Saline Police Department.

There is no "crystal ball" approach to change these perceptions and feelings of brokenness within the department. There must rather be a commitment to hard work and an organized plan to change these feelings and move forward. I am not sure the commitment will be consistent by all members initially to work for positive change, but I believe to a person there is a willingness to varied degrees within the organization regardless of your individual paradigm to move forward. The department needs definite champions to seize the multiple opportunities to build relationships, embody trust in the organization, and create an overall shared vision to the ultimate purposes of the Saline Police Department and its internal relationships. This plan must also involve the community that is making their observations about the police department from a place of detachment, hearsay, and unhappy voices. The community needs constant reassurance from the Chief and the department that the operations and expectations that every citizen has for their police department is not vacillating during this perceived disruption within. This reassurance needs to come from the Chief and his staff as one message in as many public appropriate settings as possible.

Therefore, the idea that everyone must commit themselves to seizing the multiple opportunities to communicate effectively, to building relationships, and to become champions to a plan designed by all the stakeholders to bring cohesiveness in the Police Department is the best approach. It will take a process of change and commitment to some new and possibly unconventional operational styles of communication. In strengthening department relationships everyone must understand and identify with all parts of the plan. In some ways this process should be very exciting and a good challenge to recreate a work culture for everyone to emulate within and through-out the community.

This effort to rebuild will not be easy, but to a person and all those I interviewed felt any brokenness could be mended. There is varied finger-pointing to the cause of this perceived “brokenness” and it is not consistent in its origin at all. The topics of discord need to be discussed openly, changes made collaboratively as needed, and subsequently all work of the police department done pursuant to the collective directives of the Office of Chief. Unless the direction from the Chief’s office are illegal, immoral, or unethical the response should be to respond as directed.

Specific recommendations will also be provided in this review toward several operational issues. My recommendations are designed to ensure that police resources are optimally deployed, to streamline operational topics, and improve efficiencies in order to possibly reduce costs while maintaining the high level of police service currently provided to the citizens of Saline. Any consideration or implementation of these recommendations should be undertaken with the full participation of all the relevant stakeholders within the department and community. A careful and data driven approach with good consultation is the best process for review of any operational changes.

INTRODUCTION AND METHODOLOGY

In September of 2015 the City of Saline, Michigan requested Mr. Jon Hess to complete an Organizational/Operational review of Saline Police Department Operations. Mr. Hess is a 36 year veteran of the Kent County Sheriff Department in Grand Rapids, Michigan. Mr. Hess most recently served as the Sheriff's Office Undersheriff for the last 15 years overseeing all department operations, a sixty-two million dollar budget, and approximately 650 employees, and four labor organizations.

To complete the review the following activities will be conducted by Mr. Hess.

- Conduct interviews with Police Department command staff and employees of the police department to understand the organization, staffing, and operations.
- Collect and review Police Department documentation, including organizational charts, policy and procedures, labor contract, deployment schedule/rosters, training records, strategic plan, example police reports/process, investigation process/case load management, performance evaluation process, grants, and social media sites.
- Conduct interviews with Mayor, City manager, and City Council members.
- Conduct interviews with police department members.
- Conduct interviews with community stakeholders, business stakeholders, and outside law enforcement agencies.
- Develop an understanding of perceptions of overall organization, management and operations.
- Evaluate the current organization and operation of the Police Department and compare against industry standards of efficiency and effectiveness.
- Review activities and information gathered, and utilize findings in report to office of Mayor.

OPERATIONAL AND ORGANIZATIONAL SUMMARY AND RECOMMENDATIONS

Policy and Procedure:

Providing administrative guidance with a well formulated Policy and Procedure is an effective management tool and provides consistency of action, gives consistent guidance to staff, provides liability assistance, and clarifies directives and legal mandates for a police department and its staff. Policy embodies the principles, attitudes and values of the police department and there is a need to clearly recognize the many requirements and duties of police officers and police departments with a well written policy and procedure today more than ever. This is evident as the demands on the police department are generally increasing and not decreasing. Therefore, the formulation of a policy and procedure requires a systematic approach that usually can be an arduous task, but when completed and managed consistently the results will generally be operational consistency, uniformity of performance, and less confusion in total police department operations. The Saline Police department policy and procedures needs some immediate attention.

Recommendation:

My review of the Saline Police Department policies and procedures indicated the need for revision and modernizing. The current policy manual has outdated policy, policy that is conflicting, policy not reflective to current practice and legislation. The policy book contains articles, case studies, and other reference writings that have no place in a policy book. Some of the reference information accessible in the policy book is also inaccurate and needs correction or deletion as it no longer pertains to police operations.

The current policy procedure book format needs to be structured to be understandable and categorized in a manner that subjects contain consistent topics (i.e. patrol operations and all subsequent applicable policy/procedure provided under this topic). The current policy book uses an alphabetical index that could lead to confusion and would be more appropriately presented if subject matters were logically organized incorporating related policy topics. The department also maintains a very current but separate Rules and Regulations policy that should be incorporated as a chapter itself in the updated policy/procedure.

The Office of Chief should establish clear and current policies in all the areas of police operations that need guidance (*i.e. admin matters, community relations, personal conduct, use of force, lethal and non-lethal weapons, current law, support services, arrest, and more*). The Office of Chief is ultimately responsible for the promulgation of policy and should seek input from all levels of the organization through meetings and other methods to promote communication on policy that is recommended.

There have been some new well written policies from the Chiefs office that were promulgated recently and require email confirmations from staff for affirmation of receiving and reviewing. However, the old policies of the same subject recently promulgated need to be deleted and they are not. There is an obvious potential for confusion from staff, and liability potential having multiple policies on the same subject.

The primary goal going forward would be to first, get the present policy and procedures current with removal of outdated and non-applicable policies. Second, create a policy team that is given review time, training, and uses a systematic approach to update policies. The policy team should include command, legal advisors, and staff assuring all those involved has had the opportunity to contribute to the final product. This will also require research and reaching out to stakeholders with respect to policy and procedures that affects the community, other emergency services, and law enforcement in the Saline area at large. This systematic work of updating the Saline Police Department policy book will bring results well worth the effort. This review process must have a deadline and a clear completion date.

The final recommendation in this area and probably the most significant is keeping the policy current going forward. If this is not done the validity of the entire policy and procedures book is uncertain. Saline Police Department will need to establish a uniform and orderly process of policy review. Specifically scheduled review dates, at a minimum annually will serve as a constant study and review of all department policy guidelines. There will be many times before review dates that legislation is mandated, current needs of the department change, and police practices will warrant "general or special" orders that will be formalized in the policy book at review dates. The written orders must clearly state their effectiveness as policy in the future.

The need for clear-cut policy and procedure is a priority for the police department and its clear direction will have a benefit of strengthen department expectations and relations.

Dispatch:

Dispatchers are the persons who answer the calls for service and save lives every day. They are dedicated to assist citizens every day and are a critical part of the public safety community. I want to salute the Saline Dispatchers and all their dedicated work committed to this excellence.

It was apparent during my review there has been much discussion and debate of dispatch services. I have been able to ascertain the history and passions on both sides of the dispatch issue with many persons. It is also apparent that for many in the City of Saline a local dispatch has been preferred by both the department and community. I further understand the Saline Police Department uses the dispatch services to address citizen contacts at the lobby window, watch prisoners in the lock-up, and to dispatch and coordinate service requests for patrol operations and local emergency services.

My experience however, and observations of current police practices for many smaller departments in Michigan has been to move away from similar personal dispatch arrangements as in Saline to a consolidated approach. There are many reasons for coordinated dispatch services which include supervision, hiring, staff retention, and part-time position retention, training, and liability, full dispatch data analysis with respect to calls for service, technological /software efficiencies, and budgetary efficiencies. I have some recommendations with respect to dispatch that are not consistent with continuing this approach. This is a best practice approach to dispatch and should at no time be seen as a reflection to the dedicated dispatchers in Saline, but instead be considered as a recommendation toward best practices.

Recommendations:

I would strongly consider revisiting dispatch services in Saline, and at a minimum the night shift dispatch services for consolidated dispatch services. The calls for service during commonly called mid-night shift clearly do not warrant the expense and staffing of a full-time dispatcher. It would be a “baby step” approach for Saline to change at least its night shift dispatch to a consolidated service. The efficiencies and potential budgetary relief to contracting the night shift initially is recommended. Again a full review of night shift calls for service should clearly indicate the benefits to the department of consolidation.

If it is still the desire to maintain the daytime dispatch service in Saline I would continue to monitor dispatch efficiency, the duties, call data, and dispatchers responsibilities so that dispatchers could additionally provide support to the police department when not answering calls for service during the day. There are potential efficiencies here too.

I believe contracted dispatch would provide budgeted resources for other needed police services (i.e. *training, admin support, equipment, overtime relief and other*). Therefore, I would continue to evaluate all dispatch data as an assigned project to the Police administration requiring at minimum semiannual reports for the Office of Chief, City Manager, Citizens at large, and the Saline City Council to review in open transparency as to what the actual data indicates. The financial piece should also be transparently explored to realize any savings to the City moving forward. This would include the actual costs for contracted dispatch services, and what the benefits could be to the City of Saline.

Police Department Lock-up Operations:

This function of the Police Department again in my experience has been one that smaller communities have moved away from consistently as best practice. The Saline lock-up is clean, has recording camera observations, protocol for inmate observation, and policy/procedure. That being stated the lock-up has not been inspected, it appears to the Michigan Department of Corrections regulations or no documentation exists to indicate same. The business of housing inmates has a great liability potential and if it continues for the Saline Police Department the practices should require enhanced policy, training on suicide precautions, enhancements in medical intake procedures, medical refusals, and a more comprehensive jail/lock-up policies for staff to follow. It is a well-documented fact that the first 24 hours of any incarcerated person is the most critical for observation, the need to recognize risk, and the potential for in-custody death situations. I would seriously look at the data with respect to lodged individuals, their risk levels, and gauge if this is a continued high risk practice that Saline wants to manage.

The police department could argue some efficiency issues with patrol time lost to lodge arrestees at the County Jail, court transfer, and other similar custody related duties, but I believe that the time needed to lodge arrestees off site does not match the risk of holding persons highly intoxicated, with medical conditions, and the force issues that could again be extremely liable for the Saline Community. Further, my previous recommendations for night shift dispatch directly relates to the consideration of lock-up feasibility in the future as well. Since dispatchers are the current oversight for lock-up arrests. I would take a close look at continuing lock-up operations, and lock-up data for operational purposes.

Recommendation:

Review all arrest data for length of stay, type of arrest, utilization of lock-up for the last several years, and research current best practices for lodging arrests. This review should then be discussed at all levels of the organization and with Saline legal counsel. If the choice is to continue the use of lock-up facilities then I recommend improved intake protections and training for holding arrests.

DEPARTMENT OPERATIONAL AND EVIDENCE AUDITS;

There are two areas of the department that require audit. First, a full scale department audit of property, equipment, and a comprehensive analysis of all operational aspects of the department. Saline is fortunate to have a Chief that understands and teaches this process to other Michigan departments. This process needs to be done at least every two years and be well documented. I was unable to obtain documentation of your department's audit.

Second, probably one of the most critical aspects of a police department is evidence storage. I would recommend an item by item audit be done in conjunction with an independent source on a regularly scheduled basis pursuant to industry best practices. There is nothing that will give a police department a lack of credibility and integrity faster than questions about their evidence management. Involve your prosecutor in this process as well for evidence retention expectations.

RECOMNENDATIONS:

Complete both processes regularly and maintain documentation filed with City Clerk's office as a best practice.

Communications:

As part of the organizational review I interviewed a diverse group of employees, city staff, citizens, fellow law enforcement agencies, community stakeholders, and elected officials. Most all interviews were conducted in a one-on-one confidential setting. The interviews gave all an opportunity to provide input, as well as the ability to quantify their perceptions regarding a number of organizational aspects of the Saline Police Department.

Through interviews and observation there were many comments about communications within the department. As I spent time attempting to understand how the past experiences of some persons have shaped their influence of department communications, and then also appreciate the difference between some personalities and personal characteristics that naturally have influenced other person's perceptions of Police Department communication styles. It is clearly evident to me that there can be an attempt to improve communication style and practices within the Department. This is common in many organizations and not directed at anyone specifically.

This communication piece has many components and will require analysis and participation from all. This is a worthwhile opportunity to take a look at the Saline Police work environment and the communicating challenges and opportunities. Communications between the City, the Chief, and the staff take on many forms in Saline such as verbal, written, electronic, formal and informal. Although complete and undistorted communication is an ideal goal for all organizations. The Saline Police Department should work together to recognize some common barriers that have created misunderstanding. I believe this will improve overall communication in the organization.

Recommendation:

To discuss communications at the Saline Police Department I must rely on my interviews and contacts in this audit process. Though I cannot say that I personally experienced a communication issue during my audit process, I was told repeatedly in my interviews about the need for better communication. Those references were made for communication within the department, from the Chiefs office, and within the City offices as a whole. I can merely surmise that the perception exists with respect to poor communication for many. As we all have learned in life that if the "perception" exists it has either a basis of reality or at minimum the perceived perception needs to be addressed.

Communication is critical for the performance and execution of police services. The ultimate responsibility for communication is to the top executive, the Chief, and the Chief's supervisory assistants to maintain a system of communication. I would recommend that the Saline Police Department and the City immediately look at all their styles of communication and seek to improve the communication skills with-in all parties of Saline government and the police department.

The problem of developing and maintaining an effective system of communication is a very demanding task. Additionally, the problem is further complicated by the ever-present undercurrents of resistance which often inhibit the free flow of information between individuals. Effective communication is an extremely complicated process and will require talking with staff, and seeking new communication opportunities. Again perceived or real, the topic seems to be a primary barrier causing the "brokenness" I discussed previously in this report.

I would like to list some possible recommendations with respect to communications.

: 1 -Written communication is still a very viable resource. Whether an order or memos always consider what discussion and input should accompany a written memo before promulgation. Not everyone will agree with memos and orders, but if you have done your diligence to seek input and explain the premise of the order/change then you have done your job. Make sure written communication is again clear and is distributed to all needing the information using multiple mediums to communicate your message (*i.e. verbal roll calls, meetings, postings, electronic*). Never assume someone has received and reviewed written communication. Seek accountability when needed and ask for questions and clarifications. If you missed something or need to adjust operational changes there is no harm in revising your memo for efficiency.

2 -Technology is a great and efficient communication medium, but do not abandon a full personal explanation at a roll call or meeting. Do not let emails/texts consume your communication style and be vigilant in your responses. Make sure to take time for face to face communication with the use of technology as well. Use all the unlimited software possibilities for communication (*i.e. websites, web services, community forums/alerts, message boards, public service announcements, and more*). When it comes to communication saturation it should not be an issue for staff and the community. Your constituents are eager to receive communication from their police department.

3 - There are so many opportunities to communicate in a public setting formally and informally. For instance at a council meeting, at school/business events, a visit to a citizen, business or club by the Chief in uniform regularly talking about the department. Nothing speaks louder than command presence at roll calls in front of peers complimenting great work, or at a public meeting complimenting work performance, and a simple hand-shake compliment. A note or letter sent personally to the house of an employee to share with family is another fantastic touch. Police officers attending a council meeting and presenting projects, annual reports, and answer questions with the Chief on police initiatives would be seen as appreciated. All these forms of communication instill pride, commitment, accountability, and understanding of what the Police Department is doing.

Look for every opportunity to communicate, compliment, and thank the stakeholders of the police department and community publicly. Even the toughest employee or delicate department communications require careful consideration and planning to be effective.

4- Formal meetings with agendas need to be a constant in the organization to create feedback, develop planning, express and accept differences, seek clarity on delicate matters, and regulate continual attempts to communicate. Some meetings I would recommend regularly are staff meetings, sergeant meetings, meetings with labor representatives on department hot topics, meetings during project implementations, meetings with citizens for transparency/questions/understanding, and meetings to involve stakeholders in the police department. The Chief currently conducts some of these meetings and I encourage adding many of these recommended meetings. Meetings take time, lots of time and investment, and without a commitment to scheduling these meetings barriers seem to creep into the organization and the previously discussed perceptions develop. Meetings should be part of a well-designed system of communication for assuring effective planning, organizing, and direction.

My overall take of communications in the Saline Police Department is to consider new best practices to improve communication. Hopefully, this approach will be a positive way of handling the expressed perceptions about communication in the Saline Police Department. Please take a good look at your working environment, the communicating opportunities available, the challenges that exist, and be more active in the community to assist their understanding and reassurance of the police department.

Organization and Administration:

All Police departments large and small have unique organizational structures. The determination of an organizational structure that is most appropriate for any organization must take into account the strategy for providing services, the police department staff, the technology, and the complete lists of tasks the organization is charged with. The Saline Police Department has chosen an organizational structure that assembles a Chief, three or four Sergeants, ten patrol staff, six dispatchers, and a part-time administrative assistant. There is also the use of auxiliary volunteers and cadets. This current organizational structure then uses a division of work that requires departmentalization of duties or specializations to complete its many tasks, each of which is significant. This approach delegates responsibility for many police department tasks and activities throughout the department for management and completion. This style seems to work for Saline and the citizens are complimentary of the services provided by the dedicated staff. My recommendations will include some considerations toward productivity and accountability of the division of work. As there must be a clearer process for reporting and documenting tasks going forward to plan and maintain current best practices, and accountability in the Saline Police Department.

Recommendation:

First, the current organizational structure of Saline Police Department is complimented for its dedication to first line supervision. Four Sergeants is a strong commitment to supervision. That being stated there is a break from first line supervision to Office of Chief in Saline. This break of command requires the Chief to assume the roles of executive and middle management for the department, and to delegate some of the middle management responsibilities to his first line supervision. This delegation process thus utilizes his first-line supervisors and some patrol officers in task specializations to complete operational divisions of work. This is an acceptable practice even in large agencies, but this division of work creates a need for detailed coordinating and accountability to manage the assigned specialized functions throughout the police department.

This division of work has provided some important benefits to the Saline Police Department. However, I believe that a continued review of the organizations division of work process needs to occur to assure the division of work does not take away from general police duties and sergeant responsibilities that are important. Making sure that the division of work is appropriately assigned and not to a point of saturation for any individual is critical too. For illustration, the current office of administration Sergeant has a lot on their plate. This administrative office needs more opportunity to be researching data and creating reports of accountability for each of the critical operational tasks that their office currently oversees. This accountability process is critical for essential department functions and should be better accomplished for the office of Chief to use for his planning purposes. A complete review of the administrative Sergeant Office duties and the delegated tasks should be a regular process to avoid saturation and efficiency. The current Sergeant is very dedicated to his duties.

The Administration Sergeant also currently oversees the investigatory services for the police department as well. As a full service police department Saline must continue to view investigatory services as a critical component of the operations. I do not believe this necessarily is an inappropriate assignment to this office. Saline like most police agencies currently utilizes a best practice of street officers initiating many investigations and investigatory complaint follow-up as assigned to augment this investigatory work. Going forward I would also explore what types of training is necessary for investigations in the future (i.e. technology), and make sure those doing investigation as well as follow-up assignments have been trained in interrogation techniques, legal requirements, local prosecutorial office expectations, and other components of criminal investigation when available. In addition, investigations as a primary function of all full service police agencies should also have a clear monitoring system that includes case management, case assignment records, case status reports, case data/dates, and a monthly report structure to the Office of Chief to review. The Chief could use this information in preparing annual reports and planning for his investigation unit. Your current software does provide some of this data.

Second, as a full service police department there is another area to discuss which is community policing. Community policing is again front and center both nationally and locally in current policing practices. The Saline Police Department is well received in the community and has an active community policing program assigned to staff now. Saline is taking an active role in its community and should be proud of that and proud of their work in the community as well.

One of the models to consider going forward that has worked well in smaller communities with full service police departments or smaller communities contracting for police services is the role of a full-time community police officer or sergeant that works generally during the dayshift. This position is there to deal with citizen issues daily, is easily recognizable in the community, communicates the directions of the Saline Police Department for the Chief, and also is on duty to respond and actively participate in patrol duties and shift coverage as needed for the police department. This recommendation falls in line with my dispatch and lock-up recommendations previously, and again allows for so many new and highlighted services to the community (*i.e. neighborhood watches, business watches, schools, traffic initiatives, daily citizen issues, special events and other divisions of work otherwise assigned throughout the department*). I believe Saline would benefit greatly from this Community model as a full-time commitment and the position would grow as the community needs for police service change.

This model could assist in realigning some division of work in the Saline police department as well. Some foot patrols now accomplished on shift could be assigned to full-time community policing staff and give patrol more unobligated patrol time for other department or community initiatives. I believe if researched through-out the state and with those communities benefitting from a full time community policing officer/sergeant, Saline would find that the full-time commitment is a compliment to those police departments and the possibilities are unlimited for Saline. My recommendation would be to assign a Sergeant to the Saline community policing position if you continue your commitment to four Sergeants.

Third, there is the need for accountability reporting for all the division of work tasks to the Office of Chief. These scheduled reports will assist the Chief's office and the City Administration in planning of short and long term goals of the police department. Accountability reports then can be presented in a meeting forum that also give great opportunity for listener dialogue and questions on the various tasks throughout the department. I believe this scheduled accountability process needs to be implemented for every assigned task or division of work in the Police Department. The reporting process submitted to the Chief should be at very minimum semiannually for all divisions of work. This process of accountability will assist the department and the Chief's office in keeping track of its departments assigned tasks in the ever changing police environment. It will also assist in all reporting's to the council and citizens about department duties. Finally, a one, two, or five year strategic plan for the police department is needed and should be generated utilizing these accountability practices to plan for needs of the department, staff, and the community in the future.

Fourth, I also recommend that with any division of work comes training. A review should be conducted to make sure that those assigned a particular division of work now and in the future within the police department have been properly trained to do the work. Sometimes this can be done through administrative orders, through clear policies, and best through formal training. Regardless of the approach some divisions of work are more specialized than others and require more attention and training.

Fifth, another good best practice with specialization and division of work insofar as practical is to develop a "rotation system" in these specialized assignments so all employees see the big picture of the department as opposed to being locked into a specialty. Sergeants and patrol officers that are exposed to such diversity within the department as it pertains to division of work are much better police officers with the varied learned experiences and make greater contributions to the department effectiveness for sure. Thought and research into models to accomplish these goals would be important.

Sixth, a recommendation and observation in the operations area of the Police Department is administrative support. Currently Saline has a part-time administrative support relationship that works well. I applaud your dedication to administrative support for the police department. This current position is limited to some functions based on labor representation and those tasks are done by city offices. It would be recommended if there is a way to accomplish the assignment of all police department administrative duties to one office. I would recommend the police department. This would logically and efficiently coordinate the police department administrative support. Regardless of any restructure, the commitment to administrative staff is commended and a best practice for most all Police Departments.

Summary:

In October of 2015 I started the process to complete an operational and organizational review of your Saline Police Department. I have spent many hours listening, reviewing documents, and learning as much as I can about the Saline Police Department. I am pleased to report that overall you have very professional and well managed police department.

In general, the Saline Police Department is an impressive organization. Members of the department of all ranks and positions demonstrated a high degree of professionalism and dedication to the agency and the community. The recommendations in this report should be viewed as opportunities to improve the organization with best practices common in Law Enforcement currently.

I want to again thank the City, the Police Department, and the Community for your welcome, kindness and proactive attention to this process. If there is anything I can to do to assist in the future please call.

Be Safe and May God Bless you all,

A handwritten signature in black ink, appearing to read "Jon Hess". The signature is fluid and cursive, with the first name "Jon" being more prominent than the last name "Hess".

Jon Hess