



INTER-OFFICE MEMORANDUM

December 7, 2021

TO: KENNETH GREGORY, Colonel
Chief of Police

FROM: LIEUTENANT COLONEL TROY DOYLE, Commanding Officer
Division of Operational Support

SUBJECT: DEPARTMENT STRATEGIC PLAN FOCUS AREAS

- I. **INTRODUCTION:** The key to success, as you well know, is not luck but rather a deliberate action. Over the past several years, there have been a number of obstacles that this leadership team has been confronted with including but not limited to succession planning, community relations, race/gender related issues, manpower/staffing, generational gaps, urban spawl, and so on. That said, if an organization failed to anticipate or prepare for fundamental changes, they may lose valuable lead time and momentum to combat them. Over the past several years at least in my opinion we have been working in what I call organized chaos, or in plain language, *"Oh shit shit mode."* Accidental success is extremely dangerous, and over time, not healthy for our or any organization. Nonetheless, the following are the areas I believe we should focus on as it relates to a department strategic plan:
 - a. **Community Relations**
 - b. **Succession Planning**
 - c. **Systemic Racism**

- II. **COMMUNITY RELATIONS:** The legitimacy of the policing has been questioned in many areas after recent occurrences involving police use of force. It is critical that we place a high value on building positive connections with the individuals in our respective patrol areas. Relationships of mutual trust between our agency and the communities we serve are essential in ensuring public safety and efficient law enforcement. If for nothing else, community partnerships is essential for solving crimes. If police operations match community values and embrace notions of procedural fairness and legitimacy, then community members will be more likely to have faith in them.
 - a. Incorporate new ideas into the engagement philosophy and methodology.
 - b. Initiate long-term community relations
 - c. Effective citizen surveys
 - d. Focus on "crime affected" areas

III. **SUCCESSION PLANNING:** There are many steps in succession planning, but the most important one is looking at our agency as a whole for leadership potential, identifying potential successors, and then providing the necessary training, mentorship, and support to help those people succeed. As part of a successful succession plan, we must include the following:

- a. In-house instruction on how to lead in difficult situations
- b. Allowing officers to rotate preparing and giving roll call briefings, as well as functioning as the shift commander.
- c. Leadership development for command staff and line supervisors
- d. In order to identify strengths and weaknesses inside the organization, internal surveys are conducted.

IV. **SYSTEMIC RACISM:** While a race-neutral department remains a goal, It is critical that we begin to take steps to combat systematic racism and prejudice inside the department as quickly as possible. This can be accomplished by doing the following:

- a. If we want to achieve genuine racial justice, we must elevate persons of color to positions of leadership when it has been earned.
- b. Collect data on those who have been hired, promoted, and retired. In addition, there should be a committee of diverse individuals who weigh in on the “NBQ” decisions.
- c. Just because you don't hear about racism anymore doesn't imply it has been eradicated from the department. This simply means that people are discussing it amongst themselves. We need to continue to open the dialogue and discussions regarding race/gender related issues.