



Doug Hewett

07/16/03 02:12 PM

To: Wilmington Journal via Telefax
cc:
cc:
Subject: WPD Organizational Assessment

Mrs. Thatch:

Attached is the latest draft proposal from Law Enforcement Associates for the WPD Organizational Assessment. As you will note, I referred to this as a draft, which accurately characterizes this proposal. We are working with Law Enforcement Associates to develop a contract/scope of work that will provide an assessment that the entire community can support and participate in. To that end, we are working diligently and hope to have a firmed up contract/scope of work soon. Once prepared, I will gladly share its contents with you.

Thanks, Doug

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Draft

Sterling Cheatham, City Manager
City Manager's Office
305 Chestnut Street
Wilmington, NC 28402

Dear Mr. Cheatham:

As we discussed in our June 26, 2003 meeting, the following is a draft of a Statement of Work for Phase I of a two-part study of Civil Service System and the Police Department. In Part I, Law Enforcement Associates, Inc. will conduct a comprehensive analysis of the Civil Service System dating back to at least 1923. The second part of Phase I will be an Organizational Assessment for the Wilmington Police Department.

Further the recommendations and points of clarification from the City Council and the Mayor have been incorporated into this Statement of Work. The main points of my discussion with the Mayor and Council was that their desires are to have opportunity for public input and that our findings be based in fact and not rumor or hearsay. That is our efforts anyway and I believe that through our fact-finding efforts, we will be able to assure them of the authenticity of our study results.

I have reviewed the information provided to me through various sources and our subsequent conversations. I offer the information herein as an approach to some methods and scope of work for this undertaking. As you may be aware, I have a background in management assessments and re-engineering of both Law Enforcement and General Government. I have facilitated management studies for police, fire and general government re-engineering activities. These studies focused on identifying organizational problems impacting the overall performance of the organization and its structure. A centerpiece of these studies was to improve overall efficiency and effectiveness.

I offer the following areas as points of discussion and consideration as we complete our final efforts in order to creating a Statement of Work for Phase I of this project.

Brief Outline of the Phase I areas of review for the City of Wilmington, North Carolina

PHASE I, Part I

Civil Service

- Assist in the development of a working strategy to evaluation and analyze the historic and future purposes of the Civil Service Act
- If necessary, develop alternatives and articulate employee safeguards if the Civil Service Act is amended or eliminated.
- Establish and offer options to the current Civil Service System.

PHASE I, Part II

Police

- Critical Policy Review of the Police Department
- Training on critical specific Policies
- Staffing Study/Human Resource Allocation Study
- Organizational Effectiveness Review

Civil Service Issues:

I will attempt to provide you with an outline of issues and the Scope of Work for Phase I, Part I, **Civil Service Analysis**. Please know that we recognize that due to the nature of this review, modifications will be necessary as this process moves forward.

1. Identify exactly what is in place and how the process is currently being used
2. Identify strengths and weaknesses of the current Civil Service System;
3. Establish a historic review of the current System;
4. Review the impact on the City Charter;
5. Determine the means and methods of modifying the Act creating the Civil Service Commission;
6. Contact the North Carolina Municipal League of Cities to determine what, if any, position or litigation has occurred in these types of matters;
7. Contact and assess other cities' use of Civil Service;
8. Review cities where the community and the city opted out of Civil Service and why;
9. Hold initial meetings with City Council to explain the Scope of Work of the project and to actively seek their input;
10. Hold employee meetings to allow input into the review;
11. Hold public meeting to allow community input into the review;
12. Establish an internal team of City staff to assist LEA consultants in the process;
13. Determine whether it is necessary to modify the current Civil Service System;
14. Research the possibility of open hearings;
15. Identify and establish alternatives to the current system, if necessary;
16. If the system is modified identify what additional safeguard will take its place to ensure that employee rights are protected;
17. Offer a comprehensive list of recommendations and options for the city authorities to consider;
18. Hold regular briefing for the City Council, City Manager and staff, and other appropriate parties as the City Managers deems appropriate.

Proposed Scope of Work for the City of Wilmington

A. Conditioning Factors:

1. Demographic trends and findings of the current Civil Service Board compared to previous Board findings;
2. Historic perspective of the Civil Service Commission;
3. Current trends of the use of Civil Service Commissions;
4. Impact on Civil Service due to outside influences
5. Comparative Civil Service data;
6. Findings and trends;
7. Internal Audit cost/benefit analysis;
8. Staff Profile; and
9. Summary Observations;

B. Civil Service Operations:

1. Goals and objectives of their review;
2. Statutory review;
3. Internal Policies, and Procedures used as guidelines for the body and the proceedings;
4. Review members selection procedure and requirements/responsibility in order to maintain objectivity;
5. Requirements and responsibility to maintain a duly selected and competent Commission;
6. Use of Legal Advisory and Legal Services;
7. Citizen Complaints/Concerns; and
8. Public and Media Relations;

C. Support Services

1. Human Resources Management;
2. Training;
3. Records Management; and
4. Communications.

Police Department Issues:

1. Conducted a specific evaluation and overview of the police department and make recommendations;
2. Facilitate changes indicated by the evaluation;
3. Establish a task oriented team made up of the "best and the brightest" from the City's workforce in an effort to develop a comprehensive strategic plan for implementing organizational changes and to management the proposed and future changes;
4. Review specific management and leadership issues to ensure the most effective and efficient methods of operation are employed. Help to identify leadership style and method of organization supervision;

5. Conduct a Human Resource Allocation Study to determine appropriate staffing levels and the use of all available human resources. This study will evaluate staffing levels, compensation, employee benefits and opportunity for advancement;
6. Identify specific areas where improvements need to take place and the means by which these improvements can be executed;
7. Conduct a review of the critical policies and procedures from the Manual of Rules and the Departmental Policies;
8. Determine to what extent these critical policies meet the current best practice and are followed and understood by the members of the department;
9. Evaluate police department training;
10. Review organizational structure and chain of command, both formal and informal;
11. To review the current recruitment, selection, retention, and promotional system in light of new rulings impacting Assessment Centers;
12. Conduct complete and comprehensive review of the Department's disciplinary procedures, practices and actions which have occurred in the since 1997; and
13. Assess organizational readiness to enter into Accreditation for Law Enforcement Agencies and related cost.

Proposed Scope of Work for the Wilmington Police Department

A. Conditioning Factors:

1. Demographic trends
2. Serious Crime
3. Less Serious Crime
4. Comparative Crime Rates
5. Traffic Trends
6. Workload, Call Prioritization
7. Resource Trends
8. Staff Profile
9. Summary Observations
10. Organization and Staffing
 - Current Conditions and Evaluation
 - Staffing Requirements
 - Issues and Problems
 - Phasing Necessary Reorganization

B. Management

1. Understanding by Command Staff of Vision and Direction of the Department
2. Goals and objectives review
3. Directives, Policies, and Procedures
4. Command and Supervision
5. Line and Staff function
6. Legal Services
7. Planning, Research, and Evaluation

8. Citizen Complaints and Professional Standards
9. Public and Media Relations
10. Community Relations

C. Field Services

1. Patrol
2. Patrol Staffing, Deployment, and Scheduling
3. Criminal investigations
4. Crime Prevention

D. Support Services

1. Human Resources Management
5. Training
6. Records Management
7. Communications
8. Evidence and Property Management
9. Fleet Management
10. Crime Analysis

I offer this information as an opportunity to review and consider some of these approaches to the issues that have been raised.

Respectfully submitted:



Jim Brooks