

Police and Fire Public Safety Study Implementation Progress

March 18, 2010

Color Key:

Blue = Police

Red = Fire

Black = Both

Recommendation	Update Status	Remarks
Staffing & Deployment		
Police admin should at least monthly review detective's caseload.	Completed	Police administration meets bi-monthly with Investigations Section supervisors to review caseload, clearance rates and significant crimes which have occurred with the goal of maintaining /improving existing performance measure for clearance rates. This is above and beyond the daily crime/activity briefings held with the senior command staff. These meetings will continue to ensure relentless follow-up and assessment of all Part A and serious felony cases.
Implement temporary anti-crime unit for property crimes	Completed	The three-person Directed Patrol Unit (DPU) started their assignment on September 8th. Since the unit was deployed, they have been effective in arresting home invasion suspects and narcotic traffickers.
Implement at least one early patrol function	Completed	The early patrol function was implemented with the changing of the shifts as of the first week of October 2009. Two officers are now assigned to work from 6am to 6pm each day. In addition, two officers are assigned to a 4p-4a shift which aligns with the call for service volume, and will reduce overtime and response times on "non-emergency" calls. The normal shift block had been 7am-7pm. This change was a result of successful negotiations and flexibility on the part of the POAM. On-going evaluation is taking place in terms of reducing response times and reduction of overtime.
Take assertive approach with any underperforming officers.	Completed	Officers have been identified and unique measures of training and supervision are on-going. Patrol Sergeants are accountable for improving the performance of the identified officers.
Identify sworn positions that can be appropriately staffed by civilians	Significant Progress Made	Part-time Emergency Manager began employment in September 2009. Since the Police Cadet program was started on March 8, 2009, more than 2,270 hours (2/10) of police officer time has been redeployed from station/report duties to preventative patrols, traffic enforcement and crime prevention.
Create second deputy police chief position (administrative/non-union) and one new lieutenants in Uniform Patrol (no net change in staffing with no backfill to POAM ranks per study data analysis)	Completed	Assistant Police Chief promoted on October 19th. Lieutenant and Sergeant promotions effective January 3, 2010. Executive restructuring complete.

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Expand 12-hour schedule and provide some level of career employees on all shifts, complemented with POC. Evaluate staff utilization and deployment of Fire and CEMS personnel at Station 3 for better coverage and efficiencies.

Significant Progress Made

Effective July 24th, the 24-hour Captain was assigned to Station 1 and a full-time Fire Protection Officer reassigned to Station 2. Still pursuing changes in negotiations with both labor groups. Ongoing meetings with CEMS for evaluation of enhanced ambulance presence in Novi. City Council approved rental contract with CEMS on 1/26/10 for use of FS3 and old FS4.

Update hiring and recruiting package to reimburse education requirements for POC firefighters.

Work in Progress

Department will continue with current recruiting efforts.

Develop 12-hour schedule with integrated coverage by Purple, Orange, Green and Blue Shifts

Work in Progress

"Double 12" staffing is contingent upon negotiations.

Adopt Standard of Response Coverage concept for future fire station locations

Work in Progress

Permanent floor plan changes dependant upon negotiations and staff deployments.. Full time Captains and account clerk moved at FS 1 within existing partitions.

Restructure to create quality control position

Work in Progress

Position duties and clarifications to be reviewed.

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Community Initiatives

Weather related incidents - proactive involvement of Novi FD

Completed

On September 18th the Fire Department assumed this responsibility and have been communicating and tracking the outages.

Develop plan for proactive fire personnel involvement when incidents for natural disaster

Completed

On September 18th the Fire Department assumed this responsibility and have been communicating and tracking the outages.

Development of inventory of AED locations

Completed

GIS inventory of City-owned AED's throughout Novi developed and provided as a reference into the CLEMIS Computer Aided Dispatch system in addition to the mobile fire laptops. New AED locations will be forwarded to Dispatch as they are documented during Fire inspections and through Community EMS.

Establishment of Public Safety Technology Committee (PSTC)

Completed

Formation of technology committee comprised of members from IT, Police and Fire charged with coordinating and evaluating the use of existing and future IT resources.

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Technology		
Implement License Plate Reader Technology (LPR)	Completed	Based upon the Public Safety Technology Committee's analysis of the technology demonstration, discussions with other police agencies, and CLEMIS' view that LPR is not advanced enough, moving toward implementation at the Novi Police Department is <u>not</u> recommended
Explore feasibility of upgrading software to allow officers to open Call for Service while on unobligated	Completed	In mid-September the Uniform Patrol began accounting for their report writing time in the CAD system. The results will be enhanced accountability for all unallocated time.
Explore feasibility of updating CAD/Records to ensure accurate information captured.	Completed	Dispatch worked with CLEMIS to designate defaults for each individual call-for-service CAD codes. Report writing is now tracked in CAD and priority levels (1-4) assigned to all complaints. Process will be monitored on a continuous basis by multiple levels of supervision within the department and can be adjusted should the need
Develop technology task force; particularly for communications equipment	Completed	Formation of technology committee comprised of members from IT, Police and Fire charged with coordinating and evaluating the use of existing and future IT resources. New radios have been delivered. Implementation of "Codespear" began in January. "Fire Fighter Response" systems will follow as a second step.
Research new methods for effective communication of crime and fire prevention information	Completed	Committee continues to investigate current technology methods for distributing information (i.e., Facebook, Nixle, Twitter, etc) to all ages within the community. Town Hall Meetings held on 9/15/09 and 11/10/09. Quarterly community Town Hall Meetings scheduled through 2010. Nixle Communication Project went live on

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Administrative Implementation		
City administration have periodic meetings with NPD Admin to follow-up on recommendations.	Completed	Monthly meetings have been held with Police and Fire administration and the Manager's office to review the ICMA recommendations and discuss what action is needed for proper implementation. Monthly meetings are scheduled to take place through June 2010.
Explore implementing COMPSTAT.	Completed	Throughout the later part of 2009, staff members began to formalize the Computer Statistics or Comparative Statistics (COMPSTAT) process. The COMPSTAT process is a strong and vigorous performance-management tool capable of assisting the department's middle and upper management in assessing the efficacy of crime control and problem-solving activities in the city. The process will involve key city departments (DPS, Fire, Community Development, IT, Parks & Recreation, etc) which are critical to ensuring effective service delivery. Process has been defined and continues to evolve. COMPSTAT meetings being held weekly.
Embark upon CALEA certification process.	Significant Progress Made	Initial recognition and accreditation costs are \$32K over a three year period. An implementation/feasibility memorandum was completed. Service Improvement Request submitted in the 2010-11 Budget
City administration have periodic meetings with NFD Admin to follow-up on recommendations.	Completed	Monthly meetings have been held with Police and Fire administration and the Manager's office to review the ICMA recommendations and discuss what action is needed for proper implementation. Monthly meetings are scheduled to take place through June 2010.
Develop Strategic Planning with broad participation	Significant Progress Made	Phase # 1. Strategic Planning process began in January 2010. Five-phase approach defined with timeline with anticipated completion in September 2010.
Marketing enhancements, tie to strategic plan	Completed	Ongoing efforts with Communications team to enhance Fire Department marketing efforts and new programs.
Adopt Outcomes versus Outputs approach with measurements	Work in Progress	Phase # 3 - tied to Strategic Plan
Performance measures should be established and reviewed weekly	Work in Progress	Phase # 4 - tied to COMPSTAT

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Explore implementing COMPSTAT

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COMPSTAT uses weekly summaries of incidents to analyze current trends, run volume by type, time (day and month), station, location (section and lat/long). Weekly COMPSTAT meetings started on 9/28. Worked with GIS to capture data for pinpointing and to show areas of service. CEMS trucks have direct communication to Novi dispatch for original single-database purposes on their records. Three CEMS vehicles have mobile radios to communicate with Novi Dispatch. The Department is now tracking hydrant and inspection details in the CAD system. COMPSTAT process has been defined and continues to evolve. COMPSTAT meetings being held weekly.

Update Administrative Policies, Rules,
& Regulations and Directives

Completed

All Standard Operating Procedures (SOP's), Administrative Policies, Rules, Regulations and Directives have been updated. A new-sign procedure is in place for new directives. Department using video conferencing for daily SOP reviews during roll-call.

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Fiscal Responsibility		
Explore police vehicle purchases with specifications for fuel economy and warranty	Completed	City Council approved the vehicle purchases for FY 2009-2010 fiscal year at the September 14th meeting. The department will continue to purchase the Ford CVPI for another year. We will continue to review results of the annual Michigan State Police and National Institute of Justice yearly testing and the market to determine best approach for 2010-2011 and beyond.
Review use of SUV-type vehicles to respond to medical calls	Completed	Contract enhancements pursued with CEMS for greater coverage assurance standards. We evaluated refurbished units at reduced cost and explored reduced size vehicles (Type I medium duty) - reduced price, frame and size but slightly less usable road life. As part of the vehicle review, we visited FD in Grand Rapids who currently utilize SUV's for emergency response. Recommendation that three squads be replaced over a three year period. Outcome pending budget approval.
Review Fees for Service	Completed	New fee structure was adopted by City Council on May 18, 2009 and the program was implemented August 1st. Polices and procedures established for class registrations, fee collection, and quarterly financial reporting.