



**Problem:**

The Police Department sought 13% Solutions consultation services to address critical operational challenges impacting morale, retention, efficiency, and communication within the organization. Amidst staffing shortages and declining morale, the department sought consultation to address these critical issues. The absence of strategic interventions, such as transitioning from 10-hour to 12-hour shifts and optimizing the deployment of specialized units like the School Resource Officer (SRO) unit, has exacerbated operational inefficiencies. Furthermore, disparities in communication flow and coordination between patrol teams and specialized units have hindered effective service delivery. Recognizing the need for proactive measures, the department seeks solutions to improve morale, enhance recruitment and retention efforts, and foster better communication and collaboration among personnel. The following report conducted by 13% solutions provided them a tragedy without increase any cost to the current police department budget.

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## **Introduction**

This assessment provides an external perspective on critical operational dynamics within the police department, focusing on morale, retention, efficiency, and communication. Through a comprehensive evaluation, insights have been garnered to identify areas of improvement and strategic interventions required to enhance overall organizational effectiveness.

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## **Morale, Retention, Efficiency, Communication**

An external perspective on the operational dynamics within the department sheds light on critical areas such as morale, retention, efficiency, and communication. The transition from 10-hour to 12-hour shifts emerges as a strategic move, particularly noticeable in the context of officer deployments at elementary schools. This shift adjustment demonstrates a clear commitment to optimizing officer resources and improving overall efficiency from an outsider's viewpoint.

The specialized operational protocols governing the School Resource Officer (SRO) unit demand scrutiny. The imperative of maintaining an officer presence at each school throughout the school day underscores the unique challenges faced by the SROs, limiting their ability to leave the campus during scheduled hours. However, it is apparent that sustaining adequate staffing levels within the SRO unit remains a persistent challenge, necessitating support from other units to bridge staffing gaps.

While internal dissent may exist regarding the expansion of the SRO lineup, an objective evaluation reveals that the unit operates at a minimum threshold, akin to the Patrol division. The volatility in personnel availability due to various factors further exacerbates staffing challenges, as evidenced by the deployment of Narcotics detectives to cover school duties—a measure indicative of the severity of staffing shortages, particularly within the Patrol division.

The adverse impact of minimal road staffing on departmental morale cannot be understated, the prevailing reluctance among officers to request time off or pursue external training opportunities reflects the strain imposed by staffing shortages. Moreover, the bleak outlook on prospects for transfers to specialized units exacerbates the decline in morale among personnel.

Addressing these challenges requires a comprehensive approach encompassing clear communication, equitable treatment, and strategic shift adjustments. The proposed transition to 12-hour shifts offers a tangible solution to optimize officer allocations, enhance operational efficiency, and provide personnel with greater flexibility and opportunities for professional development from an external observer's standpoint.

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**Conceptual Framework:**

- Transition of Patrol Schedule from 10-hour to 12-hour shifts.
- Consolidation of six Patrol Teams into four, each comprising two managers at the same rank and one under that rank, but above the remainder of the officers on each team.

**X. 12-hour Patrol Schedule Structure Ex. # 2 All Teams**

- Day Shift 6am – 6pm
- Swing shift 1<sup>st</sup> 4am- 4pm
- Night shift 6pm – 6am
- Swing Shift 2<sup>nd</sup> 4pm – 4am
- Teams can rotate every 6 weeks



- Maintenance of biweekly scheduling and payroll with a rotational pattern of two days on, two days off, three days on, two days off, two days on, three days off, with the inclusion of every other Friday off.
- Day shift from 6:00 am to 6:00 pm, and night shift from 6:00 pm to 6:00 am.
- Introduction of a swing shift option, depicted in chart VI, with a schedule of 4:00 am to 4:00 pm for Day shift and 4:00 pm to 4:00 am for Night shift. Swing shift entails an adjustment of two hours earlier for incoming and outgoing officers to facilitate seamless transition.

## **4 Teams vs 8 Teams**

*“Communication at this department flows like pond water” – Sergeant from your agency”.*

The patrol operations encompass six teams along with a K9 unit and the Traffic Bureau, collectively constituting what is referred to as the "eight teams concept". A proposed recommendation for enhancing communication flow within the chain of command involves integrating two traffic officers and one K9 unit member into each patrol team. Presently, the absence of Traffic and K9 units from roll call sessions, coupled with their unique scheduling arrangements, creates a disconnect between these specialized units and the Patrol division. Such disparity often leads to misconceptions, with phrases like "Patrol is doing this dumb stuff" or "K9 gets to do whatever they want" or "Traffic doesn't do anything"? While these notions are unfounded, they nonetheless shape perceptions and breed negativity within the workforce.

It is imperative to underscore that the proposed integration of Traffic and K9 units with patrol teams does not entail a modification of their respective functions; rather, it aims to align their

### **IX. 12-hour Patrol Schedule Structure Ex. # 1 Day shift**

- Week 1 – 48hrs, Week 2 – 32 hrs.
- Pay Cycle stays biweekly with two weeks adding up to 80 hours per officer
- 12-hour shifts, officers would work 14 days out of 4 weeks instead of 16 days out of 4 weeks
- 4 hours will need to be shaved off one 12-hour shift per officer, once per two-week cycle. This aspect will be controlled by the team sergeants.

| Sun       | Mon       | Tue       | Wed       | Thu       | Fri       | Sat       |       |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------|
| Off       | 6am – 6pm | 6am – 6pm | Off       | Off       | 6am – 6pm | 6am – 6pm | 48hrs |
| 6am – 6pm | Off       | Off       | 6am – 6pm | 6am -2pm  | Off       | Off       | 32hrs |
| Off       | 6am – 6pm | 6am – 6pm | Off       | Off       | 6am – 6pm | 6am – 6pm | 48hrs |
| 6am – 6pm | Off       | Off       | 6am – 6pm | 6am – 6pm | Off       | Off       | 32hrs |

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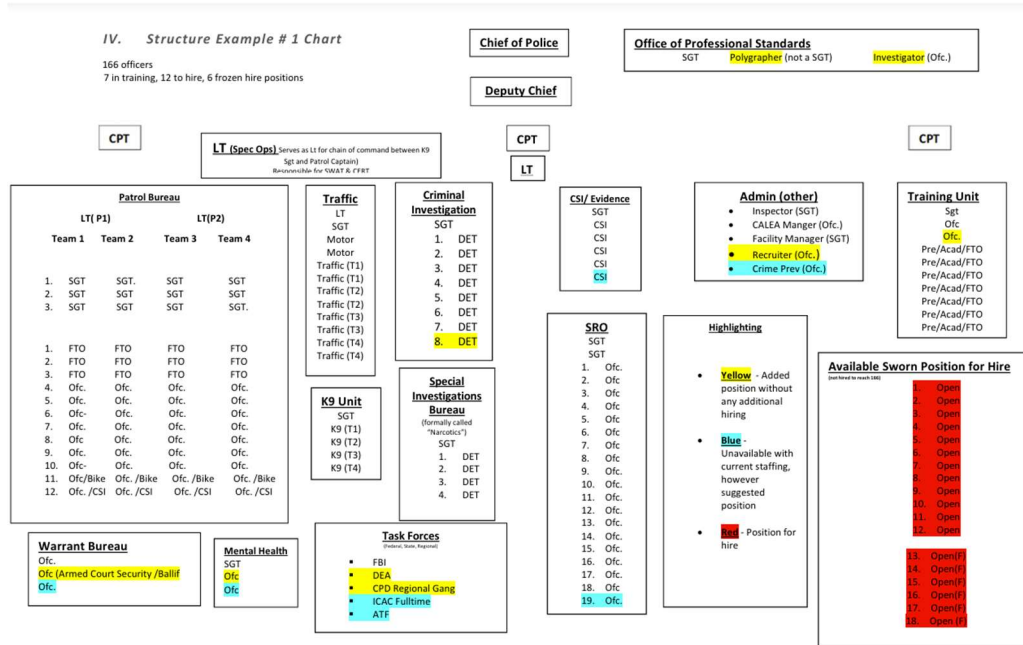
schedules more closely with those of patrol officers, fostering cohesion and collaboration. Instances where patrol officers find themselves overwhelmed by resource-intensive incidents while traffic officers are available for routine duties highlight the need for better coordination and deployment strategies.

Furthermore, standardizing roll call procedures can promote consistency and accountability across units, enhancing overall operational efficiency. However, it is essential to note that certain personnel, such as K9 and Traffic sergeants and lieutenants, as well as designated motor officers, would remain independent of patrol team schedules.

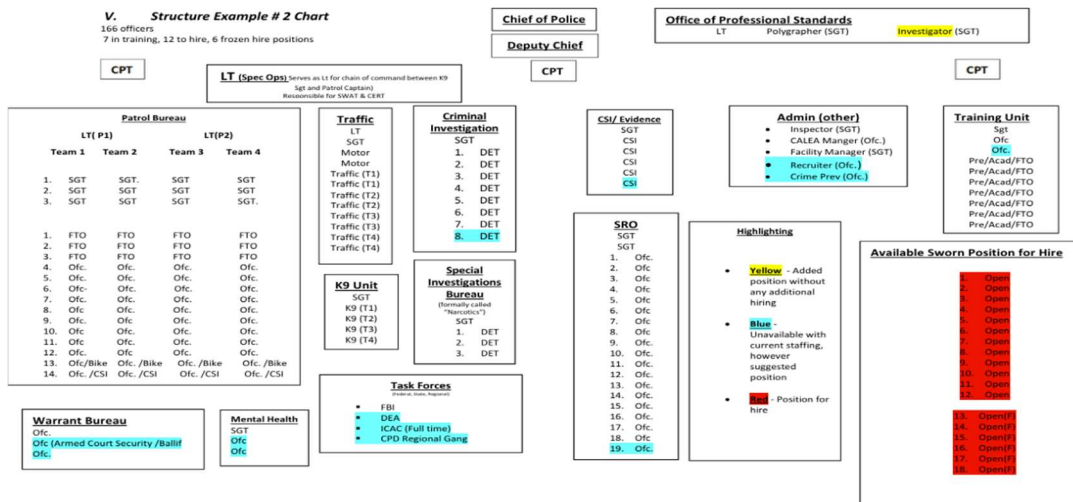
Patrol officers serve as the backbone of the police department, yet their access to essential resources like Mobile Data Terminals (MDTs) is notably limited compared to personnel in specialized units. This discrepancy not only undermines the efficacy of patrol operations but also perpetuates a perception of hierarchical disparity within the department. Implementing a shift to 12-hour schedules offers an opportunity to expand officers' roles and responsibilities, such as assigning auxiliary bike patrol duties within patrol teams, thus fostering professional growth and diversification of duties.

In considering the reinstatement of a full-time Bike Patrol Unit, the department must carefully balance operational needs with staffing constraints to prevent undue strain on resources. Ultimately, creating avenues for professional development and variety within patrol assignments is essential for bolstering officer satisfaction and retention.

## Three "Managers" per Patrol Team



The current structure of two managers per Patrol team mirrors the staffing challenges experienced across the department's units. The absence of a buffer in staffing, compounded by the inevitable



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VII. Patrol Chart if switched to 12 hour shifts with current staffing

| Patrol Bureau (If Current staffing changed to 12-hour shifts) |         |         |         |         |
|---|---------|---------|---------|---------|
| LT(P1)  |         | LT(P2)  |         |         |
| Team 1  | Team 2  | Team 3  | Team 4  |         |
| <u>1.</u>   | SGT     | SGT.    | SGT     | SGT     |
| <u>2.</u>   | SGT     | SGT     | SGT     | SGT     |
| <u>3.</u>   | SGT     | SGT     | SGT     | SGT.    |
| <u>4.</u>   |         |         |         |         |
| <u>5.</u>   |         |         |         |         |
| <u>6.</u>   |         |         |         |         |
| <u>7.</u>   |         |         |         |         |
| <u>8.</u>   |         |         |         |         |
| <u>9.</u>   |         |         |         |         |
| <u>10.</u>  |         |         |         |         |
| <u>11.</u>  |         |         |         |         |
| <u>12.</u>  |         |         |         |         |
| <u>13.</u>  |         |         |         |         |
| <u>14.</u>  |         |         |         |         |
| <u>15.</u>  | Traffic | Traffic | Traffic | Traffic |
| <u>16.</u>  | Traffic | Traffic | Traffic | Traffic |
| <u>17.</u>  | K9      | K9      | K9      | K9      |

VIII. Patrol Chart if switched to 12 hour shifts with additional staffing options

| Patrol Bureau (FULLY STAFFED) |           |           |           |           |
|-------------------------------|-----------|-----------|-----------|-----------|
| LT(P1)                        |           | LT(P2)    |           |           |
| Team 1                        | Team 2    | Team 3    | Team 4    |           |
| <u>1.</u>                     | SGT       | SGT.      | SGT       | SGT       |
| <u>2.</u>                     | SGT       | SGT       | SGT       | SGT       |
| <u>3.</u>                     | SGT       | SGT       | SGT       | SGT.      |
| <u>4.</u>                     |           |           |           |           |
| <u>5.</u>                     |           |           |           |           |
| <u>6.</u>                     |           |           |           |           |
| <u>7.</u>                     |           |           |           |           |
| <u>8.</u>                     |           |           |           |           |
| <u>9.</u>                     |           |           |           |           |
| <u>10.</u>                    |           |           |           |           |
| <u>11.</u>                    |           |           |           |           |
| <u>12.</u>                    |           |           |           |           |
| <u>13.</u>                    |           |           |           |           |
| <u>14.</u>                    |           |           |           |           |
| <u>15.</u>                    | Traffic   | Traffic   | Traffic   | Traffic   |
| <u>16.</u>                    | Traffic   | Traffic   | Traffic   | Traffic   |
| <u>17.</u>                    | K9        | K9        | K9        | K9        |
| <u>18.</u>                    | Ofc.(T)   | Ofc.(T)   | Ofc.(T)   | Ofc.(T)   |
| <u>19.</u>                    | Ofc.(T)   | Ofc.(T)   | Open(1)   | Open(2)   |
| <u>20.</u>                    | Open(3)   | Open(4)   | Open(5)   | Open(6)   |
| <u>21.</u>                    | Open(7)   | Open(8)   | Open(9)   | Open(10)  |
| <u>22.</u>                    | Open(11)  | Open(12)  | Open(13F) | (Open14F) |
| <u>23.</u>                    | Open(15F) | Open(16F) | Open(17F) | (Open18F) |

occurrences of managers being absent due to sickness, light duty assignments, FMLA, military leave, vacation, and training, presents significant operational vulnerabilities. Additionally, the rotation of managers between teams, particularly when assigned to part-time specialized units, disrupts continuity and hinders effective supervision. Elevating the number of managers to three per team would mitigate these challenges, providing stability, consistency, and improved administrative oversight. This expanded supervisory capacity would foster a more resilient operational environment and enhance the department's ability to fulfill its mission effectively.

**Recruiter**

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During the evaluation of available positions within the department, it was identified that nine additional positions could be allocated to full-time specialized units without compromising current staffing levels. The decision-making process deliberated between reinstating a full-time Crime Prevention Officer or appointing a full-time Recruiter. Upon scrutiny of the department's recruitment needs and the abundance of open positions, it became evident that prioritizing recruitment efforts would yield the greatest impact. The allocation of resources to recruitment endeavors has the potential to address the department's staffing shortages effectively, with the filling of half of the open positions translating to the addition of nine officers or an average of 2.25 officers per patrol team.

### **Bike Team Auxiliary**

Officers can be assigned to a Bike team without necessitating the establishment of a standalone Bike Unit. The flexibility within patrol staffing allows officers to dedicate their shifts to directive bike patrols in specific areas, enhancing visibility and proactive policing efforts. This initiative presents opportunities for targeted patrols in high-traffic areas such as [REDACTED] during the day and offers a tactical advantage in combating car break-ins during the night shift. Furthermore, engagement in bike patrols fosters positive interactions between officers and citizens by bringing them out of patrol cars and into the community.

### **Roving CSI Auxiliary**

The implementation of a Roving Crime Scene Investigation (CSI) Auxiliary aims to enhance consistency and efficiency in evidence collection and processing. Designated officers, interested in CSI responsibilities, would serve as roving CSI personnel within their respective teams, responding to various incidents requiring evidence documentation or collection. This initiative addresses issues related to evidence submission and chain of custody, minimizing delays and inaccuracies often encountered due to equipment malfunctions or personnel availability. The objective is to provide officers with opportunities for professional growth and variety in their duties, akin to the Bike Team Auxiliary initiative.



## **Warrant Bureau**

The envisioned transformation of the Warrant Bureau from a one-person unit to a three-person unit entails expanding its scope of responsibilities to encompass a broader range of duties. This includes handling wanted subjects, fugitives, prisoner transport (out of town), serving as Sergeant at Arms for Municipal Court and Counsel meetings, acting as armed bailiffs, overseeing bond court hearings, and assisting other agencies in locating wanted subjects within our jurisdiction. A multi-person unit dedicated to warrant-related tasks would streamline operations, reduce errors, and ensure better coordination in handling time-sensitive assignments. Moreover, it offers officers aspiring for specialized roles an avenue for career development within the department.

## **Federal, State, and Local Task Forces**

While interviewing officers from various police departments, Officer Logan told me that Federal, State, and Local Task Forces were something he could confidently speak about. He mentioned that he had worked with the majority, if not all, of the federal, state, and local task forces in the area, including the FBI, DEA, ATF, US Marshals, HSI, County Metro, and Berkeley County DEU. Officer Logan shared that he had also been sworn as an FBI TFO on two federal cases and had multiple cases adopted by the DEA, FBI, and ATF. According to him, he had spent the majority of his time working with the Drug Enforcement Administration (DEA) and became their point of contact in 2018 after the department removed the TFO from their office. Officer Logan expressed concern about the financial impact of this decision on the respective police departments, noting that they had missed out on millions of dollars of seized funds in the last three years. He emphasized the importance of maintaining strong relationships with federal task forces, highlighting the benefits they bring in terms of financial seizures and overall officer retention.

Additionally, during an interview with Detective Clark, he shared insights into his work with the SC Attorney General Office's Internet Against Crimes Children Task Force (ICAC). Detective Clark

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explained the prevalence of such crimes in the area and the importance of devoting full-time efforts to protecting children and apprehending child predators. He expressed the need for dedicated resources and emphasized the potential impact on improving community safety and well-being.

### **Office of Professional Standards (Internal Investigations Bureau)**

The foundation of effective oversight begins with the hiring process. As the town expands, the police department will likely receive additional officer allocations. Looking ahead, the establishment of an Internal Affairs (IA) unit is prudent, wherein responsibilities such as hiring, background checks, internal investigations, citizen complaints, and recruitment are distributed among multiple personnel. Entrusting these tasks to a single IA investigator may prove overwhelming. While direct feedback from officers currently serving in the IA capacity within this department is lacking, insights gleaned from officers assigned to IA divisions in other departments offer valuable perspective.

### **Off Duty (Extra Duty) Opportunities and Coverage**

Officers on leave have the option to undertake off-duty assignments while concurrently requesting leave. This arrangement allows an officer earning \$22.00 per hour to engage in off-duty work during their regular shift, effectively earning \$52.00 per hour without exceeding their standard 40-hour workweek. Importantly, this comes at no additional cost to the Town. With the transition to 12-hour shifts bolstering staffing levels within the teams, there is minimal impact on road coverage. Presently, numerous off-duty opportunities remain unfilled. Moreover, the proliferation of mandatory training sessions scheduled on officers' designated days off limits their capacity to capitalize on extra work opportunities.

## **Conclusion**

The adage "Because this is the way we have always done it" should not serve as justification, as it fails to propel us toward positive progression. Concerns regarding potential dissatisfaction among officers in response to change must be weighed against the backdrop of persistently low morale within the department. Merely catering to superficial desires, such as the desire for beards and outer vests, does little to address the deeper issues affecting morale. While outer vests may offer health benefits, the department must temper expectations regarding their professional appearance relative to the current uniform standards. A nuanced approach to the implementation of 12-hour shifts is warranted, embracing the possibility of adjustments based on outcomes. Ultimately, perfection may elude us, but flexibility in our approach allows for iterative improvements and necessary adaptations.

## **Summary**

The transition from 10-hour to 12-hour shifts emerges as a strategic move to optimize officer resources and improve efficiency, particularly evident in officer deployments at elementary schools. However, sustaining adequate staffing levels within specialized units like the School Resource Officer (SRO) unit remains a challenge, necessitating support from other units. Addressing staffing shortages and morale issues requires a holistic approach, encompassing clear communication, equitable treatment, and strategic shift adjustments.

The proposed integration of Traffic and K9 units with patrol teams aims to enhance communication flow and collaboration, mitigating disparities and fostering cohesion within the workforce. Elevating the number of managers per patrol team to three would provide stability, consistency, and improved administrative oversight, thereby strengthening operational resilience.

Furthermore, prioritizing recruitment efforts, implementing auxiliary bike patrols and roving CSI units, and transforming the Warrant Bureau into a multi-person unit are essential steps to address staffing shortages and enhance operational effectiveness. Maintaining strong relationships with federal, state, and local task forces is crucial for financial seizures and officer retention.

In conclusion, to improve morale, recruitment, and leadership within the department, it is imperative to embrace strategic interventions such as shift adjustments, managerial enhancements, and recruitment prioritization. By fostering a culture of open communication, equitable treatment, and professional development, the department can enhance officer satisfaction, retention, and overall organizational performance.

