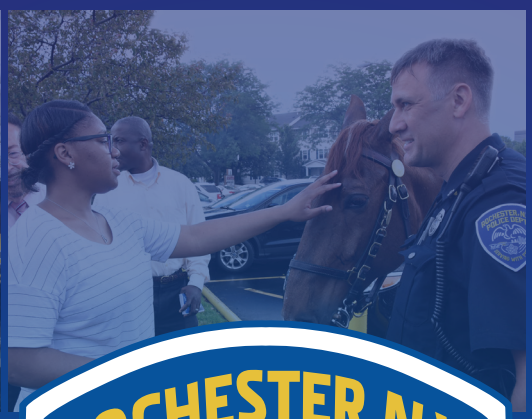


ROCHESTER, N.Y. POLICE DEPT.

SERVING WITH PRIDE ®

Chief Herriott-Sullivan's
90 DAY FACT-FINDING PLAN

October 23, 2020

Believe.

City of Rochester, NY
Lovely A. Warren, Mayor
Rochester City Council

PURPOSE

It is critical that as part of the transition process, I familiarize myself with the Rochester Police Department (RPD) operations and critical issues. Community issues, concerns and priorities also need to be identified and assessed.

GOALS

1. **Assess the current leadership** needs of the police department and fill critical leadership positions.
2. **Identify any critical** resource needs.
3. **Identify the top pressing** matters facing RPD.
4. **Identify and meet with critical stakeholders** in order to establish collaborative relationships.
5. **Review departmental policies and procedures** and ensure any needed updates are initiated.
6. **Determine RPD's alignment** with the 6 Pillars of 21st Century Policing, which are law enforcement best practices.
7. **Gather as much information** as possible about the community. Identify what they need from the RPD.
8. **Establish effective professional relationships** with other law enforcement officials in the County, as well as public and private districts.

This 90 Day Plan is based on the time I would need to assess the current operational and administrative status of the RPD and determine where enhancements or modifications may be needed. I will work with both sworn and professional staff to develop strategies intended to move the RPD forward.

GOALS, OBJECTIVES AND STRATEGIES

As Chief of Police, I need to understand the public sentiment about the issues they face. Where possible, I need to learn about safety, budget, crime and other issues, and hear it first hand when possible from those who live and work in the community.

Goal One: Assess the current leadership needs of the police department and fill critical leadership positions.

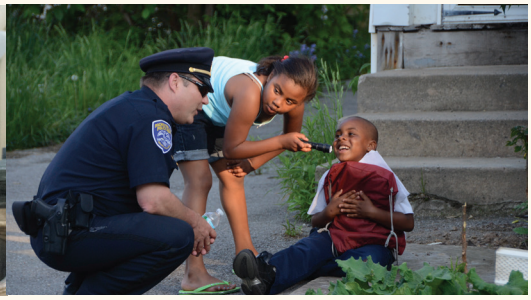
Objective 1.1 – Review the table of organization and confirm leadership position vacancies.

> **Strategy:** I will determine what actual leadership vacancies exist. RPD is facing a leadership shortage due to retirements and resignations. Filling these titles will help with stabilizing the department, and reassuring staff that effective leadership is in place.

Objective 1.2 – I will develop a screening process for selected candidates to fill leadership positions.

> **Strategy:** I will develop a process to personally vet all candidates for leadership positions. I will review discipline history, performance record and lawsuits filed against members of the Department. Anyone with major concerns may not be promoted. I will look for ethical, competent and diverse staff to fill positions.

Timeline: 1 - 30 Days



GOALS, OBJECTIVES AND STRATEGIES

Goal Two: Identify any critical departmental resource needs.

Objective 2.1 – I will meet with key staff members to determine departmental critical needs.

> **Strategy:** I will get assessments from Department heads in order to determine what critical issues their bureaus are facing, as well as the resources that are needed.

Timeline: 1 - 30 days

Goal Three: Identify the top pressing matters facing the Rochester Police Department.

Objective 3.1- I will meet with RPD Leadership and appropriate City departments to determine what critical matters the RPD is currently facing.

> **Strategy:** There are several pressing matters involving the RPD that involve lawsuits and investigations by outside agencies. Pending matters of this nature have the potential to impact staff morale and resources. I will check the progress of these issues in order to monitor the pulse of the Department.

Timeline: 10 - 30 days

GOALS, OBJECTIVES AND STRATEGIES

Goal Four: Identify and meet with critical business stakeholders to establish collaborative relationships.

Objective 4.1 – I will create an Advisory Committee that will serve as a strategic source of knowledge and best practices for the Chief of Police.

> **Strategy:** A small committee of diverse professionals acting as a resource to the Department, ensures that the most current best practice advice is available for the Chief to utilize, and also builds relationships between the RPD and this segment of the community.

Timeline: 20 - 40 Days

Goal Five: Review departmental policies and procedures and ensure any needed updates are initiated.

Objective 5.1 – I will work to ensure that as a department we take a critical look at measuring our policies and procedures for the most up-to-date best practices.

> **Strategy:** I will have the Department's Research and Evaluation Section work to ensure our policies align with the most up-to-date best practices. This might also include utilizing a third-party vendor or consultant.

Timeline: 60 - 90 days

Goal Six: Measure RPD's alignment with 21st Century Policing: 6 Pillars.

Objective 6.1 – Assess RPD's current practices against the 6 Pillars concepts.

> **Strategy:** The 6 Pillars is a product of the 21st Century Policing Project initiated by President Obama. A lot of research went into this and involves a committee of professionals that came up with a blueprint for law enforcement best practices to build trust with the communities they serve. Where we are not aligned, we will work to change. There will be a process implemented where we consistently revisit our practices and consider how well we are doing, and make changes where needed.

Timeline: 1 - 90 days

Goal Seven: Gather as much information as possible about the community. Identify what they might need from the Rochester Police Department.

Objective 7.1 – I will introduce myself to stakeholders, staff and community leaders.

> **Strategy:** In addition to formal introductions, I will meet personally with staff members and community leaders, official and unofficial, in order to establish strong working relationships and develop partnerships.

Timeline: 1 - 40 days

Goal Eight: Establish effective professional relationships with other law enforcement officials in the County, as well as public and private entities.

Objective 8.1 – We will develop strategies for the department that will continue to provide high quality, ethical law enforcement services to the community.

> **Strategy:** Establishing and maintaining relationships with other agencies will permit RPD to have top quality communication and permit us to better serve our constituents.

Timeline: 10 - 60 days

OUTCOMES

The goals and activities accomplished in my first 90 days and beyond represent an opportunity for a seamless, informative and productive start. In turn, a smooth, collaborative transition reinforces the police department's ability to continue moving forward and enhances my effort to make informed, well-thought-out decisions that impacts the department and citizens of the community.

The department has suffered a significant temporary setback in public trust, and yet still works hard to maintain a high level of quality service.

CONCLUSION

I will provide a summary report to the Mayor and City Council upon the successful implementation and completion of my transition plan. This will assist us in determining the next steps congruent with our short and long-term goals and objectives.

We must plan for the future and protect the health of the Rochester Police Department and the City of Rochester, as it is the last line of defense to the critical needs of the community. I will be a strong advocate for the community, as well as the men and women that make up the Police Department and serve the great community of Rochester.

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