

**MARICOPA COUNTY SHERIFF'S OFFICE**  
**First Line Supervisory Performance Audit**




**Bureau of Internal Oversight**

**Audit Report # A2016-0005**

**November 21st, 2016**



	<b>To:</b> Lieutenant Rick Morris, # S1014 Division Commander Bureau of Internal Oversight	<b>From:</b> Patty Huling, # B3184 Senior Auditor Bureau of Internal Oversight
	<b>Audit #:</b> A2016-0005 First Line Supervisory Performance	<b>Date:</b> 12/01/16

The First Line Supervisory Performance Audit was conducted to determine the impact of mandatory Melendres requirements on our patrol Sergeants. The following areas were addressed:

- Managing Incident Reports
- Resolving Complaints (both internal and external)
- Reviewing Collective Traffic Data
- Reviewing Body Camera Footage
- Analyzing Racial Profiling Data, and
- Issuing Supervisory Notes

The goal of the Audit is to conduct a benchmarking study based on internal feedback and “best practices” in Law Enforcement and to develop a plan for process improvements which could be standardized and implemented throughout the MCSO.

The Survey revealed many overlapping issues, some of which are affecting our Deputies on a daily basis and their ability to meet the Melendres requirements, primarily:

1. Span of Control
2. Staffing Issues
3. Beat Size
4. Training Deficiencies
5. Morale

The sample for this audit included two very diverse groups: District Six in Queen Creek, a contract service provider in a small town, and District One in Mesa, which encompasses three cities and a very large unincorporated County island. Regardless of the size of the District, the mandatory Melendres requirements are very time-consuming and have resulted in a universal finding – there is currently very little on-site supervision in our Patrol Divisions.

It is a cause for concern that our Patrol Divisions, which overall provides our most visible form of law enforcement activity and is our primary form of contact with the public, does not appear to be adequately supported by management. As a result, these administrative time constraints should be reviewed in the context of this report and considered for reorganization, as merited by the liabilities they may present, including potential lawsuits, injuries and fatalities.

With limited support from the squad sergeant, morale at the front line has diminished, and the pressures of trying to achieve compliance with so many Policies and Court-ordered goals, in addition to providing routine law enforcement activities has taken its toll on our supervisory staff and upwards throughout the ranks of the MCSO.



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**Introduction:**

The Maricopa County Sheriff’s Department provides law enforcement services to the fourth most populated County in the United States which is also the fifteenth largest County by total area, as illustrated in the charts below:

**United States Census Bureau – Most Populous Counties**

<b>Most Populous Counties in the U.S.</b>	<b>2015 Population:</b>	<b>Total Area:</b>
1. Los Angeles County, CA.	10.17 M	4,751 Sq. Miles
2. Cook County, IL.	5.23 M	1,635 Sq. Miles
3. Harris County, TX.	4.53 M	1,777 sq. Miles
<b>4. Maricopa County, AZ.</b>	<b>4.16 M</b>	<b>9,224 Sq. Miles</b>
5. San Diego County, CA.	3.29 M	4,526 Sq. Miles

<http://www.worldatlas.com/articles/most-populous-counties-in-the-united-states.html>

<http://www.census.gov/quickfacts/table/PST045215/00>

**United States Census Bureau – Largest Counties, by Area**

<b>Largest Counties in the U.S.</b>	<b>Total Area:</b>	<b>2015 Population:</b>
13. Humboldt County, NV.	9,657 Sq. Miles	17,019
14. Fremont County, WY.	9,265 Sq. Miles	40,315
<b>15. Maricopa County, AZ.</b>	<b>9,224 Sq. Miles</b>	<b>4.16 M</b>
16. Pima County, AZ.	9,188 Sq. Miles	1.01 M
17. White Pine County, NV.	8,896 Sq. Miles	9,811

[https://en.wikipedia.org/wiki/List\\_of\\_the\\_largest\\_counties\\_in\\_the\\_United\\_States\\_by\\_area](https://en.wikipedia.org/wiki/List_of_the_largest_counties_in_the_United_States_by_area)

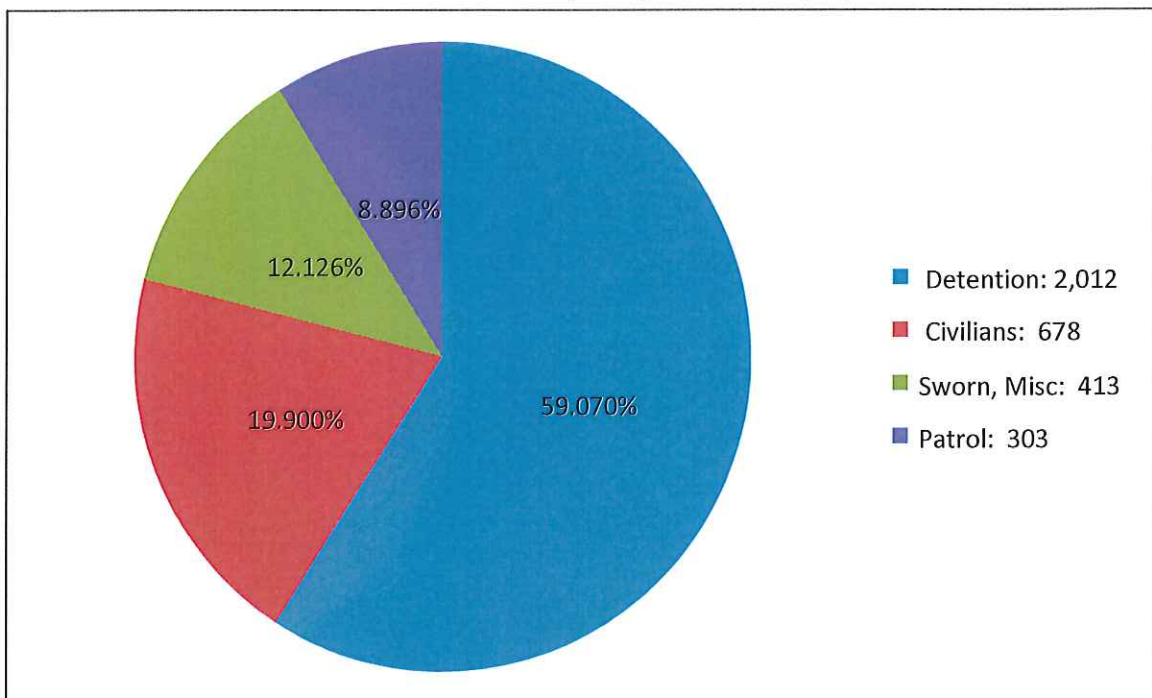
It is apparent that the Maricopa County Sheriff’s Office faces unique demographic challenges which are not shared by other Counties:

- Harris County in Texas has a comparable population but their corresponding land mass comprises only 20% of our square mileage.
- San Diego County has approximately half the land mass that we have and about 80% of our population.
- Pima County has comparable land mass to Maricopa, yet only a quarter of our population.

The Maricopa County Sheriff’s office must stretch its resources to cover more surface area and denser population than virtually any other County in its peer group. Accordingly, comparisons of these very dissimilar Counties and their Law Enforcement Agencies would not be suitable for the purpose of this report.

The MCSO is unique in other ways, namely in the composition of its workforce. As of July 2016, the Human Resources Department reported a total of 3,406 employees, with the majority of its employees working in the Detention Division. Only 21% (or 716/3,406) of MCSO’s entire work force are sworn officers and only about 9% (or 303/3,406) are dedicated solely to the patrol function, as illustrated below:

**The MCSO Workforce – by Employee Category**



These statistics provide context to the challenges faced by the MCSO – providing law enforcement services to unincorporated areas embedded in a County population of 4.16M people dispersed over 9,224 square miles with a patrol staff of only 303 officers.

## **Background:**

**District One (Mesa)** – The District headquarters is located in the Maricopa County Southeast Regional Campus. This location is just south of the US 60 Freeway, west of Mesa Drive.

The District Staff is (as of this writing) comprised of a District Commander (Captain); a Deputy Commander (Lieutenant); seven patrol sergeants, forty-four uniformed patrol deputies, nine plain clothes detectives, an administrative sergeant and two civilians who support operations.

District I covers an area of approximately 1,053 square miles. Although not the largest in size, District I is the busiest of the Districts, averaging 40% more calls for service. It also encompasses a very diverse area ranging from rural farms to densely populated urbanized communities. For about six months every year, a large population of winter visitors also resides in unincorporated east Mesa as well as the master-planned community of Sun Lakes south of Chandler. Sheriff Arpaio is committed to providing professional service to residents and visitors alike.

District I borders the Salt River Recreation Area located in the Tonto National Forest. Our Deputies often support and work closely with the Sheriff's Lake Patrol personnel who are assigned to the Salt River and its Lakes. The District also shares borders with several Native American Reservations and has concurrent jurisdiction over non-Native Americans on those parts of the Reservations located in Maricopa County.

Sandwiched between the cities of Tempe and Phoenix is the small town of Guadalupe. With a population of about 6,000 residents, Guadalupe is rich in Hispanic and Yaqui Native American culture. Although incorporated in 1975, the Sheriff's Office provides law enforcement services to Guadalupe on a contractual basis. The District provides two patrol beats around the clock each day. A Detective is also assigned to work those cases requiring investigative expertise. Supervision, support services, and a community action Deputy are also provided by the contract. The District works closely with the Guadalupe Town Government and local Yaqui leaders regarding gang suppression and community policing. A substation is located within the Town hall at 9241 S. Avenida Del Yaqui.

District One is located at: 1840 South Lewis in Mesa, AZ 85210 Phone: 602-876-1853

<https://www.mcso.org/Patrol/DistrictFacilities/Default.aspx>

**District Six (Queen Creek)** – The town of Queen Creek is located in the far southeast corner of Maricopa County. In fact, part of the corporate town limits actually fall inside of Pinal County. Queen Creek contracts with Maricopa County Sheriff's Office for law enforcement services. This presents a unique situation for our Deputies. Queen Creek incorporated in 1989 in order to help preserve the rural atmosphere that was being threatened by the rapid growth of the entire east valley. Most of the residential lots in Queen Creek are zoned for one acre or larger, making it very attractive to those who prefer life with a country flavor.

The Maricopa County Sheriff's Office (MCSO) provides cost-effective, professional law enforcement services to the Town of Queen Creek on an annual contractual basis. The office serves as the police department for the community. Under this arrangement, citizens benefit from the assets available to a large, full-service law enforcement agency while paying only for basic patrol and support services.

Under the intergovernmental contract, Sheriff's Deputies are assigned to patrol the Queen Creek community 24 hours per day, seven days per week. Detectives are assigned to conduct criminal investigations in the area.

The Town now has five patrol beats providing service to the community. The current contract amount is approximately \$5.4 million annually and presently includes 45 total personnel: a Captain, a Lieutenant, five Patrol Sergeants, a Detective Sergeant, three Detectives, twenty-three Patrol Deputies, five administrative sworn officers and three civilian support staff. The contract also includes access to SWAT teams, special investigative services, aircraft and other special equipment as needed.

District Six is located at: 22308 S. Ellsworth in Queen Creek, AZ 85142 Ph # 602-876-5055  
<http://www.queencreek.org/departments/public-safety/maricopa-county-sheriff-s-office>  
<https://www.mcso.org/Patrol/DistrictFacilities/Default.aspx>

Although both of these Districts share the same Melendres Court Ordered tasks and many of the same challenges, they cannot be used to benchmark against each other as the focus and context of a contract law enforcement town is markedly different than that of a government law enforcement agency:

- **District Six** is funded by the Town of Queen Creek, and is very well staffed demographically to the existing population, in accordance the wishes of the Town Council. District Six is technically a law enforcement "vendor" who must statistically justify all law enforcement activities, provide excellent "customer service" and remain in compliance with all of the terms of their contract to be eligible for reimbursement of services provided. This criteria essentially makes District Six more like a "private sector" law enforcement agency with the focus on being a "visible presence" in the community and proactive policing. If District Six requires additional funding or manpower to meet the needs of the Town, a contractual amendment may be used to remedy the deficiency in a timely manner.
- **District One** is funded through Maricopa County's General Fund and financial resources must be stretched to accommodate all of MCSO's activities on a county-wide basis. District One's staffing levels have not changed markedly since the MGT Staffing Study of 2012, and ironically the changes in staffing which have occurred appear to be directly related to the Melendres Order (namely, the requirement to increase the number of supervising sergeants). Demographic changes caused by dramatic increases in population and municipal infrastructures have not been addressed and staffing has not been increased proportionately. As result, District One's law enforcement activities are primarily reactive, as officers typically go from call to call "triage" style.

**Scope:**

The scope of the audit will focus on administrative and procedural functions of first line supervisory staff (i.e., Sergeants) within Districts One and Six. This audit will assess current practices in completing and managing IR's, Tracs data, internal and external complaints, body cam documentation, racial profiling data, and Supervisory Notes. Compliance with the Melendres Order, and MCSO Policies and Procedures will be reviewed and the results documented in the final audit report.

**General Objectives:**

The primary objectives of this audit are to:

1. Determine current practices
2. Define best practices
3. Improve efficiencies
4. Develop a plan for standardization
5. Adjust Policies

**Methodology:**

- Conduct Interviews and Site Visits
- Review and Analyze Collected Data
- Conduct Research
- Review Best Practices
- Determine Variance
- Communicate Findings



## **Findings and Recommendations**

### **1. The Melendres Order and Policy Requirements are Excessively Time-Consuming for First Line Supervisory Staff Assigned a 1:8 Span of Control.**

First Line Supervisors are presently unable to devote their full attention to supervising their squads because the priority is completing the mandated Melendres requirements in a timely fashion. Although it has been suggested that Patrol Sgts. should be completing their mandatory requirements from their patrol vehicles, the reality is that this is not a feasible option for the following reasons: the vehicle's printer does not work as well as the office model, the office computer (with dual screens) is more suitable to reviewing body cam footage and compiling data for reports, and work can be accomplished more efficiently in the office, which enables the Sgts. to meet the required deadlines. It was also suggested that in light of current events and the public's apparent anti-law enforcement sentiments, it can also be a safety issue for our officers to be focused on computer work rather than on being aware of their surroundings when out in the Districts.

When surveyed on the amount of time spent Supervising in the field, all Sgts. felt that they could not effectively provide the necessary "on the scene" supervision and support that is often needed, and in lieu of active participation had to rely on either cell phone or radio communications. This is particularly concerning (and a potential legal liability) when trying to manage and mentor new and inexperienced Deputies and/or in volatile situations. When surveyed on how Sgts. budgeted their time between field and office, one respondent explained "it varies from Sgt. to Sgt., but mandatory Melendres paperwork must be completed first. Then, any time leftover can be spent out in the field... prior to Melendres the ratio was better than 50/50."

Feedback provided by the (13) other sworn respondents is listed below, as follows:

**Estimated Time in the Field vs. Time in the Office**

<b>Time Spent in Fieldwork</b>	<b>Time Spent in the Office</b>	<b>% of Population</b>
0.00%	<b>100.00%</b>	7.69%
10.00%	<b>90.00%</b>	15.38%
30.00%	<b>70.00%</b>	23.08%
40.00%	<b>60.00%</b>	7.69%
less than 50%	<b>more than 50%</b>	15.38%
50.00%	<b>50.00%</b>	30.77%

It should be noted that these interviews were conducted while all MCSO Districts were still on the “3/13” work schedule. Patrol Sgts. reported that their administrative duties could not be completed during their assigned shift and they routinely had to rely on overtime to complete their requirements in accordance with the Court Order.

Presently MCSO has transitioned all Districts to the new “4/10” schedule which may have alleviated some of the patrolmen’s work pressures (namely the mandatory completion of Incident Reports prior to close of shift), however the new schedule does not offer much relief to those Sgts. who are responsible for supervising the work of 8 Deputies.

Presently, only Districts One and Three have Sgts. managing a 1:8 ratio of staff, as identified below:

**MCSO Spans of Control, by District\***

District :	1:3	1:4	1:5	1:6	1:7	1:8	Total Sgts.
District 1: Mesa	2		1			4	7
District 2: Avondale		4	4	3			11
District 3: Surprise			3		3	2	8
District 4: Cave Creek	2	5					7
District 5: Lake Patrol			5	3	1		9
District 6: Queen Creek		2	3			0	5
District 7: Fountain Hills	2	3					5
Total Volume of Sgts w/Same Span of Control:	6	14	16	6	4	6	52

*\*as stated per MCSO District Rosters, dated July 2016.*

The chart above also identifies that the majority of our Sgts. (nearly 60% or 30/52) are responsible for managing only four or five patrolmen, each.

A study conducted by the Kansas City Police Department examined the variables affecting spans of control and stated the following: “In widely dispersed departments, such as rural Sheriff’s Departments and State Highway Patrols, each officer may patrol a considerably large geographic area... expecting a Sergeant to respond to the needs of several officers spread out over a thousand square miles may be unrealistic” (Lane, 2006).

Furthermore, they found that lower spans of control are justified in a) largely populated areas and b) areas of known deviant behavior with high violence and crime rates (similar to District One, with the drug-related problems of East Mesa):

### **Factors Narrowing the Span of Control**

***Factor 1: Change taking place in the work environment***

When work is forever changing, and new procedures and processes are introduced into the work, the greater the need for narrow supervision.

***Factor 2: Dispersed workforce, either by time or geographically***

The greater the geographic distances and the difference in time that the force works, the smaller the supervision ration. This is often observed in the investigative division, which frequently requires more supervisors in relation to the number of investigators.

***Factor 3: New and inexperienced workforce***

Law enforcement the next few years is experiencing significant retirement numbers in the supervisory and management ranks. This requires promoting younger persons with little experience directing the work of others as well as a short time on the job.

***4. Administrative Requirements***

The greater the administrative burden on each level of management, the greater the need for a narrow span of control. Jobs free of bureaucratic requirements can focus on the work.

***5. The extent of coordination***

When employees work must be coordinated and the subordinates depend upon each other to accomplish the work, the narrower the supervision requirements. This relationship exists in many of the tactical and technical positions in a police department.

***6. Employees Expectations***

The higher the employees' expectation for feedback, career and development coaching, and management interaction, the narrower the requirement for supervision. Many observe that the new workforce entering policing today looks for immediate feedback from management on their progress.

Reference: Lane, Troy (2006, October). "Span of Control for Law Enforcement Agencies." *Police Chief Magazine*, Volume 73, # 10.

**Recommendation:** A Sgts. primary responsibility is to manage and support his/her patrol deputies and the current administrative workload makes this critical duty impossible. It is recommended that each Sgts. span of control be reduced to a standard 1:5 ratio to spread the administrative workload more evenly and to facilitate effective “on the scene” supervision. Although the scope of this review only included Districts One and Six, it is recommended that the reduced span of control be implemented throughout all Districts in the MCSO, and documented in all relative Policies, accordingly.

## **2. Patrol Deputy and Sergeant Staffing Levels are Inadequate.**

A staffing study conducted by MGT of America, Inc. in June of 2012 reported staffing shortages in District One and Three. This analysis was based on the annual number of Calls for Service (CFS) obtained from the CAD System during 2011, which were then reviewed to determine the volume of citizen/deputy-initiated CFS plus administrative time versus “unobligated” patrol time. The Consultant’s goal was to enable each District to dedicate 40% of their duty hours to “unobligated” or proactive patrol to “be in the field with time to actually patrol and observe” (MGT, page 2-25) and provide “discretionary time for officers to be available to address community problems and be available for serious emergencies” (McCabe, n.d. Retrieved from: <http://icma.org> p. 14).

The 40% determination made by MGT for unobligated/proactive patrol time is in accordance with law enforcement benchmarks cited by the International City/County Management Association (ICMA) Center for Public Safety Management (CPSM). The ICMA elaborates on their guideline “Rule of 60”, which specifies that patrol manpower is optimally staffed when the following conditions are met (McCabe, pages 10-14):

- 60% of the total number of officers in a Department should be assigned to Patrol
- 60% (or less) of patrol resources should be dedicated towards workload (which includes: citizen and deputy-initiated CFS, administrative & out-of-service time, and directed patrol time).
- Total service time (officer minutes) should not exceed a factor of 60 (i.e., law enforcement initiated CFS should not exceed 22.1 officer minutes, whereas a citizen initiated call should not exceed 48 officer minutes).

Conversely, 40% of a Deputies on-duty time should be engaged in “unobligated” or proactive policing activities which include “ways of dealing with crime and disorder in neighborhoods, and quality of life conditions” over a reactionary mode of policing which is focused solely on handling one CFS after another (McCabe, pp. 13-14).

The MGT Study of 2012 recommended 3.2 Full Time Equivalent (FTE’s) positons be added to District One to bring the number of Patrol Officers up to 47.2 FTE’s (Note: District Three was also found to be understaffed at this time and a recommendation for the addition of 9.6 FTE’s to increase the total number of Patrol Officers to 50.6, however District Three is outside the scope of this review), as illustrated in the following chart:

**MCSO Patrol Staffing: 2012 to 2016**

<u>District / Location:</u>	<u>Patrol Deputies, as of 2012:</u>	<u>MGT Recommendation:</u>	<u>Recommended Patrol Staffing:</u>	<u>Patrol Deputies, as of 2016</u>	<u>Deputy Variance (since 2012):</u>
District 1: Mesa	44	add 3.2	47.2	44	0
District 2: Avondale	56	0	(no change)	53	-3
District 3: Surprise	41	add 9.6	50.6	52	+11
District 4: Cave Creek	41	0	(no change)	26	-15
District 5: Lake Patrol	33	0	(no change)	33	0
District 6: Queen Creek	19	0	(no change)	23	+4
District 7: Fountain Hills	18	0	(no change)	18	0

*Reference: MGT Staffing Study of 2012 and MCSO Rosters (dated July 2016).*

The MGT Study of 2012 analyzed patrol activities while Deputies were working a 3/13 schedule which consists of working (3) consecutive thirteen-hour days. Under this schedule, two squads consisting of (11) deputies each covered every 24-hour period. Eleven deputies are deployed around the clock with the exception of change of shift, which increases deputies to a total of (22) for a period of one to two hours each day. This same 3/13 schedule remained in place until early July of 2016, when most Districts transitioned over to the new, 4/10 schedule.

The 4/10 schedule consists of (4) consecutive ten-hour days, with four separate squads of deputies coming on duty during each 24 hour period. A minimum of (8) deputies are on duty per hour at all times and ranges up to a total of (17) deputies at shift change. The new 4/10 work schedule appears to be a vast improvement over the 3/13 schedule as existing levels of manpower are staggered throughout the day and therefore can provide better coverage during peak demands for service.

**Recommendation:**

In accordance with Law Enforcement industry standards codified by the Commission on Accreditation for Law Enforcement Agencies (CALEA), which states that a current staffing analysis utilizing a workload-based approach should be completed at every three years (at a minimum) to remain in compliance with their Standard 16.1.2. Although MCSO is not an accredited organization, it is still recommended that current workload-based staffing studies be completed to determine if staffing is currently sufficient to meet the needs of the public in the most cost-effective manner.

**3. District and Beat Sizes Have Not been Adjusted for Demographic Growth**

District One Sgts. unanimously voiced frustrations with the size of the District and the “drive time” in getting to and from CFS, which could be in excess of 25 miles (for example, drive time from East Mesa to the Sun Lakes area is approximately 31 minutes). Another concern over distance was the location of the Station in relation to the beats and associated drive time which frequently makes it impossible for a Patrol Sgt. to arrive on the scene prior to the final resolution of the incident, making “in person/on the scene” deputy management nearly impossible. As a result, many young and inexperienced Deputies are without the supervision and direct mentoring they require to grow in their careers. In addition, the resulting lack of on-site supervision can put the public at risk, endanger the safety of our deputies and places the MCSO at risk for legal liability.

The City of Mesa is the 38<sup>th</sup> largest city in the United States and consists of 133 square miles. District One, however, encompasses not only the City of Mesa, but also parts of Tempe, Chandler, Sun Lakes, Queen Creek, Guadalupe and a vast area of unincorporated land, which brings District One’s jurisdiction up to a total of 500 square miles. As illustrated in the chart below, Mesa’s population density is much larger than any other MCSO District:

**MCSO Districts, by Population Density**

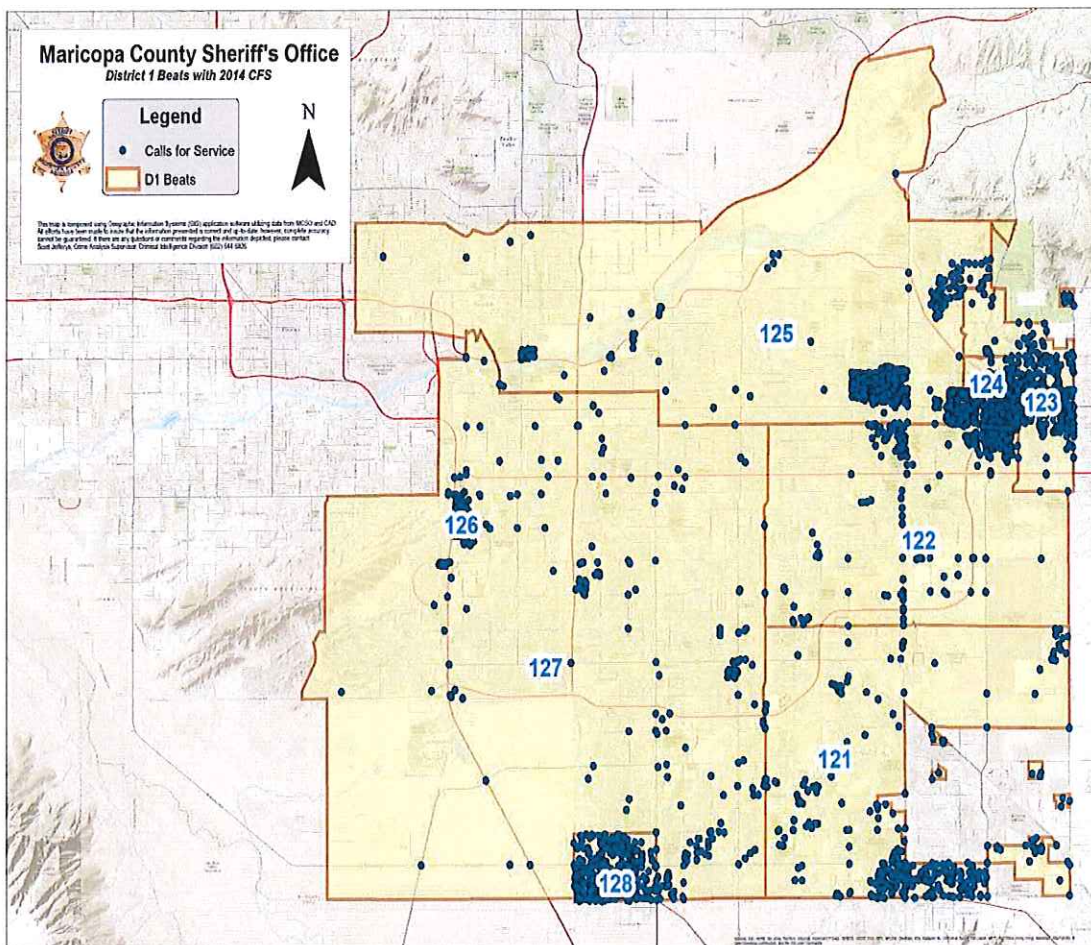
District / Location:	Patrol Area per MGT 2012:	County Population, per Census 2012	Unincorporated Areas	County Population, (2015):	(Total Population (2015):
District 1: Mesa	500 Sq. Miles	452,855	More than 50,102*	471,825	<b>521,927</b>
District 2: Avondale	5,175 Sq. Miles	78,121	unk	80,684	80,684 plus
District 3: Surprise	1,068 Sq. Miles	121,401	unk	128,422	128,422 plus
District 4: Cave Creek	663 Sq. Miles	4,989	unk	5,341	5,341 plus
District 5: Lake Patrol	1,058 Sq. Miles	not available	unk	not available	not available
District 6: Queen Creek	27 Sq. Miles	27,941	unk	34,614	34,614 plus
District 7: Fountain Hills	88 Sq. Miles	23,080	unk	23,899	23,899 plus

*(Reference: Breen, Patrick, 12/15/14. "Land Falling within County Islands." The AZ Republic Newspaper).*

The MGT Staffing Study of 2012 identified Maricopa County’s population growth as 24% between 2000 and 2010 (reference page 2-35) and states: “The development of new housing and business centers throughout the County has increased traffic congestion and according to those interviewed has led to slower responses to CFS. Geographic barriers including mountain ranges, lakes, parks, and county islands also contribute to lengthy responses to CFS. MGT team members were advised by District staff that beats had not been realigned in more than 15 years.”

District One consists of eight beats (# 121-128) with CFS “hot spots” concentrated in the upper right quadrant and also in the lower quadrants. The estimated mileage between these two areas is estimated to be approximately 26 miles, requiring approximately 31 to 36 minutes travel time (per google maps, from Beat 124 to 128):

### Current District One Beats – with 2014 CFS Data



Reference: U: District Maps, CAD Data: Maps, District Maps

Shown below, is Maricopa County’s population growth as measured by the Census Bureau. Mesa’s population growth has historically also been very rapid, requiring additional municipal infrastructure to support this large volume of new residents:

### Population Growth

Census Data	City of Mesa	Arizona	Maricopa County
1990-2000	35.50%	40.00%	n.a.
2000-2010	16.60%	31.40%	24.00%
2010-2015	9.75%	5.10%	9.20%

Reference: <http://www.mesaaz.gov/home/showdocument?id=12682>  
and <http://www.census.gov/quickfacts/table/PST120215/00>

The MGT Study identified the busiest MCSO beats through an analysis of 2011 CAD data. Shown below are the “Top 20” beats per CFS frequency. With the exception of only one Beat\*, all of District One’s beats fell within the “Top 20” Beats, as illustrated below:

### MCSO’s Busiest Beats, per CFS Volumes

"Top 20" Calls/per Beat	Beat	Frequency	CFS per Day
1	225	7,760	21.3
2	436	5,494	15.1
3	124	5,306	14.5
4	344	5,026	13.8
5	434	4,805	13.2
6	342	4,718	12.9
7	126	4,695	12.9
8	125	4,631	12.7
9	741	4,121	11.3
10	651	3,780	10.4
11	123	3,774	10.3
12	122	3,652	10
13	221	3,512	9.6
14	LAK	3,453	9.5
15	127	3,437	9.4
16	343	3,414	9.4
17	432	3,265	8.9
18	121	3,190	8.7
19	341	3,116	8.5
20	231	2,989	8.2

\*Note: Beat 128 ranked 34<sup>th</sup> place, with 2,000 calls



Looking at MGT’s data cumulatively, it is clear that District One is the busiest District overall:

**MCSO’s Busiest Districts - 2011**

Busiest Districts:	Cumulative Volume of CFS	Cumulative Daily CFS
District One - Mesa	28,685	78.5
District Three - Surprise	16,274	44.6
District Two - Avondale	14,261	39.1
District Four - Cave Creek	13,564	37.2
District Seven - Fntn Hills	4,121	11.3
District Six - Queen Creek	3,780	10.4
District Five - Lakes	3,453	9.5

The MGT Staffing Study of 2012 recommended that the MCSO conduct a beat realignment study of all Patrol Districts after the new CAD system is implemented (i.e., within the year).

**Recommendation:**

- 3a). Four years has passed since MGT’s recommendation for all Patrol District beats to be realigned when the new CAD system goes live. It would be prudent to either conduct our own realignment study at this time or procure an outside consultant to conduct this study in the near future.
- 3b). It is recommended that District One’s immediate issues with the size of the District be remedied as soon as possible by dividing the District into two distinct areas, with a Sgt. assigned to each of the new areas for 24 hr. shift coverage. “District One North” would include East Mesa and could utilize the existing station, while “District One South” would include Sun Lakes and the Town of Guadalupe (it should be noted that any boundaries utilized to divide the North from the South must also factor in roadway access to the specific areas to reduce drive times/enhance efficiencies).
- 3c). The Town of Guadalupe could be approached for financial assistance with the development or expansion of a dedicated station in Guadalupe (i.e., request land donation for site, or negotiate an agreement that law enforcement services be provided for a set term in exchange for completed building, etc.).

**4. Patrol Sergeants: Narrow Selection Criteria & Insufficient Preparation**

The First Line Supervisor’s performance as a Patrol Sergeant is a critical one; requiring multiple skill sets: he (or she) must be able to lead his squad to produce their best work, serve as a mentor and role model of new Deputies, inspire the respect and loyalty of veteran Deputies, become the voice of senior Command Staff, provide assurance that citizens are simultaneously receiving effective law enforcement and excellent customer service, provide on the scene supervision and manage an enormous volume of administrative duties, all in a timely fashion.

As noted above, the Patrol Sergeant has many responsibilities, and yet the most important of all of these is the development of his squad's character, which becomes the public "face" of the Maricopa County Sheriff's Office. The Patrol Sergeant leads his deputies by example, setting the tone for the behavior and performance expected of his/her staff while on patrol and interacting with the public. It is therefore, ultimately the individual leadership skills of the Patrol Sergeant which represents MCSO's attitude in the eye of the public. As a result, "the training of sergeants is more important than any other training program in law enforcement – including recruit training" (Tully, 2000).

Feedback obtained from all ranks of the MCSO during the course of this survey revealed that not only do newly promoted Sergeants feel a lot of anxiety about their new role, but there was also a lack of confidence in the merits of the promotional process itself: promotions are contingent on passing a one hundred question written test, a four part essay, and an oral board. However, the promotional process does not give any additional credit, points or weight to:

- the candidates years of experience as a patrol officer,
- additional special skill sets (i.e., foreign languages, military experience, specialty licenses, commendations, awards, college education or degrees),
- letters of recommendation from previous supervisors
- "360 degree" peer reviews

Respondents from all ranks noted the presence of anxiety, and some said it was strong enough "that you could feel it", although it was unclear if the cause was potentially from the possibility of "losing one's stripes" or from a lack of confidence in knowing what was required of them in their new roles. Others attributed the cause of fear to the disciplinary matrix, and the notion of "three strikes and you are out" or perhaps the pressure caused by the deadlines for duties required under the Melendres order. Apprehension may also be caused by a lack of confidence in ones existing body of knowledge.

Regardless of the cause, specific skill sets are required to become a successful supervisor, including the development and mastery of core competencies, such as the following:

### Foundational Competencies and Supervisory Responsibilities

<b>Competencies:</b>	<b>Related Supervisory Responsibilities:</b>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• Working with employees to define specific performance goals</li> <li>• Meeting with employees to review their progress on assignments</li> <li>• Working with employees to resolve obstacles</li> <li>• Promptly addressing low or poor performance</li> </ul>
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>• Establishing and communicating high performance expectations</li> <li>• Ensuring the work group delivers high-quality products &amp; services</li> <li>• Planning and implementing continuous improvement processes</li> <li>• Seeking feedback from customers and acting on it</li> </ul>
<b>Conflict Management</b>	<ul style="list-style-type: none"> <li>• Encouraging open discussion of ideas</li> <li>• Actively listening to all parties involved in a conflict</li> <li>• Resolving disagreements and conflicts within the work group</li> <li>• Helping employees learn how to resolve problems with others</li> </ul>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>• Meeting commitments</li> <li>• Admitting mistakes</li> <li>• Honestly sharing information with employees</li> <li>• Assigning employees the performance ratings they have earned</li> </ul>
<b>Interpersonal Skills / Oral Communications</b>	<ul style="list-style-type: none"> <li>• Providing feedback and coaching</li> <li>• Leading staff meetings</li> <li>• Sharing organizational information with employees</li> <li>• Conducting performance discussions</li> </ul>

*Reference: U.S. Merit Systems Protection Board (2010, May). "A Call To Action: Improving First Level Supervision of Federal Employees," p. 19.*

## **Recommendations:**

4a). A formal MCSO Leadership Academy must be developed to prepare our newly promoted personnel for success in their new roles. Not only should basic core managerial competencies be addressed, but specific direction provided in the many new tasks that we currently expect of our Sgts as a result of the Melendres Order, including: completing Supervisory Notes (to yield the most value as an employee appraisal tool), analyzing body camera footage, resolving citizen-initiated and PSB-initiated complaints, leadership skills, conflict resolution, mentoring subordinates, decision-making, report writing, time management, etc. If the MCSO cannot provide this training, it is recommended that the AZ POST's credentialed Leadership Academy be utilized for the basic coursework (as is the standard practice for DPS Officers), and the MCSO supplement this training with specialty coursework on Melendres-specific topics.

4b). In conjunction with a formal leadership academy, it is recommended that all newly appointed Sgts. be mentored by either a Sr. Sgt. or a Lt. for a period of time after installation at their new assignment. It is highly recommended that new Sgts. participate in the capacity of a "ride-along" for at least one shift on every beat in their new District. After the "observer" phase is completed, it is recommended that a Sr. Sgt. then observe the new Sgt. as a "ride-along" for a period of time, and finally to continue the mentoring process through weekly mentoring meetings with the new Sgt. through the anniversary date of the promotion.

4c). Finally, it is recommended that a "New Sgt. Manual" be developed and issued to all newly promoted personnel which clearly identifies which tasks must be completed on a daily, weekly and monthly basis.

## **5. Morale has Suffered as a Result of the Added Administrative Duties Required of First Line Supervisors.**

The additional stresses and pressures caused by the many new tasks placed on MCSO personnel have contributed to an increase in poor morale. Much feedback was received on this topic during the course of this survey that is presently being compounded by public negativity resulting from the media's presentation of current events occurring across the nation (i.e., use of force incidents, body camera footage, riots, etc.). Our patrolmen have historically faced personal danger on a daily basis, but currently face so much more: the risk of being the victim of a law enforcement ambush, legal liabilities, "cell phone" sanctioning by the public, as well as mountains of administrative duties and the resulting stress that comes with being in a constant "triage" mode.

Many respondents voiced concerns about being "threatened constantly" and getting "blue-teamed" or being "put in the matrix" and expressed the resulting lack of support they felt. It was unanimously stated that they all "love their jobs" but the sense of brotherhood no longer exists as it once did. It was noted that "bad performances were always recognized, yet good performance was usually taken for granted."

While it is critical that the MCSO become compliant with the terms of the Melendres Order as quickly as possible, it cannot be done at the expense of the morale of our front line. From Upper Management all the way down to District Supervision, a renewed focus must be made to reinforce the value of the work performed by our patrol staff, which is MCSO's lifeblood.

The perception at the District level is that “there is a lack of interest in the troops” and “no interest in knowing the reality of what staff level people must contend with” on a daily basis. Regardless of what the perception is, upper management should still be interested in anything that affects their organization and this should be demonstrated through site visits and direct interaction with staff outside their own rank.

In fact, a study conducted by the National Institute of Justice in June of 2003 found that “an active supervisory style - involving leading by example – seems to be most influential” and that “active supervisors appear to be crucial to the implementation of organizational and community policing goals.” The study describes the four supervisory styles as:

- The Active Style – is characterized by “embracing a philosophy of leading by example. Their goal is to be heavily involved in the field alongside subordinates while controlling patrol officer behavior, thus performing the dual function of street officer and supervisor... they tend to be directive in decision-making and have a strong sense of supervisory power, and a relatively positive view of subordinates”
- The Traditional Style- is characterized as “highly task-oriented individuals who expect subordinates to produce measurable outcomes, tend to punish more than reward, and are ultimately concerned with controlling subordinate behavior”
- The Innovative Style- which is characterized by the “tendency to consider other officers as friends, expect their subordinates to engage in problem-solving and community policing efforts, and tend to supervise through coaching and mentoring”
- The Supportive Style- which is characterized by “supporting and protecting subordinates from punishment which is perceived as unfair, are less concerned with enforcing rules, regulations, paperwork or ensuring that officers are doing their work, and tend to praise and reward significantly more per shift”

While the intent of this study was to focus on how frontline supervisory styles affect patrol officer behavior the findings from this study also can be generalized to any rank of management:

“To best influence [their patrol officers’ behavior, field supervisors] must lead by example – the hallmark of an active style” and “managers would be well-advised to direct and train field supervisors to become more involved and set an example of the behavior they want from subordinates” (Engel, 2003).

**Recommendation:** All ranks of management must interface directly with their subordinates to develop trust and rapport, including Command staff all the way down to Sergeants. Because the support of management is so critical to morale and influential in gaining compliance with organizational goals it is highly recommended that:

5a). Command staff “spend some time in the trenches” alongside the troops. It is recommended that our Chiefs volunteer to go on ride-alongs for an entire shift throughout the various Districts with both Deputies and Sergeants to get an accurate picture of the current realities for each rank. Getting a current, “hands on” perspective of Tracs, CAD, and the challenges presented by body cameras would enhance trust and change perspectives on both sides of rank, as well as facilitate achieving compliance with the Melendres Order.

5b). Correspondingly, Captains at the District level must also share the same experience as Command staff and “spend some time in the trenches” alongside the troops. It is recommended that our Captains volunteer for ride-alongs for an entire shift in a variety of beats to get an accurate picture of the current realities for each rank. Getting a current, “hands on” perspective of Tracs, CAD, and the challenges presented by body cameras would enhance trust and change perspectives on both sides of rank, as well as facilitate achieving compliance with the Melendres Order.

5c). Captains utilize the “hands on” knowledge gained through the Sgt/Deputy ride-along process to analyze the current workloads assigned to Sgts. and determine how the workload could be balanced more evenly in their District (i.e., could some of the work be facilitated by Lts. and/or civilians?).

5d). Captains meet directly with our Patrol Deputies on a regular basis without the presence of their Sergeants (i.e., send the Sergeants out on patrol) to enable the Deputies to speak freely with management without their supervisors present. The support and involvement of an upper management that invests in its staff is invaluable for rapport and morale, and empowering for the staff.

## **6. Deadline for Completion of Incident Reports Varies by District**

Discussions with Deputies regarding the completion of Incident Reports resulted in consistent feedback regarding the unreasonableness of the Policy, namely that completion of all Incident Reports prior to end of shift is often not possible. Again, it should be reiterated that these interviews took place prior to the transition to the 4/10 work schedule and it would not be an unusual occurrence for a Deputy to receive a “hot call” which might take four hours to complete at the end of a regular 13 hour shift (which would then expand the shift to a 17 or 18 hour day). Under these circumstances it becomes unreasonable to expect a Deputy to stay and continue to write reports. Not only does the quality of the report suffer, but the physical well-being of the officer who must report back on shift in a few short hours is at stake. Accordingly, in these cases special dispensation has been made in allowing the officer to complete the report the following morning, immediately upon arrival for duty. Districts with high call volumes are much more likely to routinely face “exigent circumstances” than those working in a quieter District.

Sgts. must also comply with set deadlines for completion of IR Reviews. Sgts. are obligated to review all their subordinates IR’s for completeness, and any incidents that involve an arrest must be reviewed and memorialized within 72 hours. Because of the huge administrative burdens placed on Sgts., it is often necessary for them to work overtime to complete all the tasks required of them. Finding ways to streamline procedures to improve efficiency and increase time-savings should be a priority. Some of the methods currently utilized include:

- Directing patrol deputies to print all IR's to the District Printer immediately on completion (rather than hand delivering hard copies to the station at end of their shift) which enables the Sgt. to complete the review/approval process prior to the end of his shift.
- Controlling for outstanding incident report status by running a CAD/INET report several times a day, documenting all IR's into a log (an Excel spreadsheet), then utilizing the log as a checklist to reconcile the completed IR's as they are turned in, and monitoring for any exceptions.

**Recommendation:** It is recommended that an automated process be utilized to streamline the Incident Report Approval process.

6a). By utilizing an electronic work flow process, IRs could be submitted electronically which would increase time efficiencies for the approval process (in lieu of the hard copies presently submitted). Electronic work flow processes also generate their own time stamps which could be used to demonstrate compliance with the Melendres Orders requirement for the timely submission of IRs.

## **7. The Body Camera Program, Training and Footage Review**

The Body Cam Program was incrementally deployed throughout the MCSO, starting with the pilot program which was deployed in District Six in October of 2015, and through May of 2016, when District Four in Cave Creek went live.

Deputies were queried for their feedback on the body cam implementation process and any usage concerns. Again, the issues were universally stated:

- With the exception of the deputies of D6 in the pilot study, all other deputies received some basic instruction in the usage of body cameras prior to utilizing them on the job. However, feedback indicates that the training was very inconsistent (from class to class) and provided only generalized directions, rather than specific instruction and definitive scenarios. Specific procedural guidance in the form of the Briefing Board of April 14, 2016 (reference # 16-17) was released months after most Districts had already been using the cameras out in the field.
- There were constant threats regarding camera usage: “do it or face discipline!” Deputies reported that the discipline was too harsh – if they forgot to hit the record start/stop button they would receive a “coaching.” If the employee had two coaching sessions, they would be placed in the disciplinary matrix and could be suspended for 8 hours. A total of three coachings could lead to dismissal.

The Sgts. provided similar feedback regarding the confusing roll-out process and lack of knowledge available to go forward and utilize this new tool with confidence. The advent of the body cam program presented other concerns for the Sgts., namely:

- How to complete the required reviews of body camera footage? Written guidance on how to conduct a body cam analysis was needed, but not available until after the cameras were deployed which generated some anxiety in how to accomplish another critical Melendres-related task.
- Concern over the amount of time it would require to complete the review of body camera footage for two traffic stops, per patrolmen each month (particularly in D1, with an 8:1 supervisory ratio) and still be able to provide adequate street supervision.

By general consensus of first line supervisory staff, it has been established that the two tasks which most limit the Sgts. ability to provide on-the-scene field supervision and the timely completion of Melendres-ordered tasks are the PSB investigations and the body camera reviews. In fact, it is only through the routine usage of overtime pay that the Sgts. are able to meet these deadlines at all.

Due to District Six's initial participation in the pilot program their deputies had the most experience with the body cam program (i.e., 10 months as of this writing), and have already implemented a best practice: District Six utilizes their civilian/administrative staff to assist the Sgts. in meeting all their body cam requirements, including everything from pulling the necessary video clips from storage to providing the Sgts. with the final, randomized sample. The Captain projects that the use of civilian administrative staff has reduced the time required to complete the review of body camera footage by "40 to 50%".

**Recommendation:**

7a) Because the review of body camera footage provides a unique opportunity for our Sgts. to analyze a patrol deputy's job performance and is an invaluable tool in the development of supervisory note entries, the Sgts. primary responsibility for this task should not be shifted. However, the clerical portions of the task should be shifted to civilian/administrative personnel to free up Sgt. time that would be best spent out in the field providing direct supervision of patrol deputies. It is highly recommended that civilian staff across the Districts be universally trained to provide support in these areas.

7b). The pervasive *perception* that deputies will be "blue teamed" or "put in the matrix" or receive "two strikes and you are out!" clearly exists. However, when asked if anyone had heard of anyone having been fired or receiving this type of discipline (for failing to start/stop a camera, etc.), no one could provide any examples or the names of any deputies receiving this level of punishment. This misconception is a concern that should be addressed and corrected by management, as needed to maintain a positive work environment and the stability of the squad. Executive management should clarify that MCSO is not anxious to replace any seasoned Deputies for an honest or isolated mistake, however egregious disregard for policy or procedure is a serious matter that will escalate if it is not



corrected immediately. It is a standard practice in human resource procedures to follow established criteria which begins with two or three oral warnings, followed by two or three written (documented) warnings before punishment escalates up to and/or including dismissal, and MCSO is no different.

## **8. Achieving Compliance: Change Management as a Strategy**

In his book *Buy-In*, Harvard Business School Professor John Kotter explains the importance of gaining others' support in order to create real institutional change: "Buy-in is critical to making any large organizational change happen. Unless you win support for your ideas, from people at all levels of your organization, big ideas never seem to take hold or have the impact you want. Our research has shown that 70% of all organizational change efforts fail, and one reason for this is executives simply don't get enough buy-in, from enough people, for their initiatives and ideas." Furthermore, when we don't get buy-in from others they are more likely to resist adopting and supporting the needed changes. "Real buy-in involves at least some element of co-creation. It invites discussion, debate, and allows everyone to feel even more vested in the outcome." (Hedges, 2015).

According to Change Management Theories, buy-in could be further developed within MCSO by opening up communication between command staff and front line through:

1. soliciting and utilizing feedback from patrolmen and district management
2. creating a sense of urgency to unite the ranks as a team
3. providing direct support through "meet and greet" site visits at the District level
4. making personal appeals for assistance with initiatives, and
5. providing recognition for gains made along the way.

By adjusting our current compliance strategy to address communication issues such as these, and by personally investing in our lower ranks, the MCSO would gain improvements in staff morale, enhanced trust and job satisfaction, and also a reduction in the amount of time required to achieve full compliance with the Melendres Order.

### **Recommendation:**

8a). Management should complete a change management self-assessment audit to determine what actions they could take to accelerate the compliance process. One good resource to consider is Prosci's "10 question communication checklist" which "draws on over 20 years of benchmarking research and best practices in change management." This questionnaire can be accessed through:

<https://www.prosci.com/change-management/thought-leadership-library/change-management-communication-checklist> (or, see Attachment A).

## **Conclusion:**

The focus of this audit was to determine how First Line Supervisors are coping with the many administrative requirements which have come about as a result of the Melendres Court Order, which include collective traffic reviews, completions of supervisory notes, body cam footage review, resolving complaints, etc. The universal finding is that these duties are so time consuming and invasive that many of our Patrol Sgts. are unable to provide adequate supervisory oversight in the field. With limited support from the squad sergeant, morale at the front line has begun to diminish, and the pressures of trying to achieve so many court-ordered goals in addition to providing routine law enforcement activity has taken its toll on supervisory staff and upwards, throughout the ranks of the MCSO.

## **Summary of Recommendations**

- 1. Implement a Front Line Supervisory standard that which does not exceed a 1:5 patrol staffing ratio on a District-wide basis.**
- 2. Current Staffing Levels May Be Inadequate / Patrol Sgt. Staffing Should Be Increased.**
  - a). Increase D1 Patrol Sgts. to provide a 1:5 Supervisory ratio.
  - b). Commission a workload-based staffing study in D1 to review the appropriateness of our current patrol staffing levels and their ability to meet the needs of the community.
- 3. Adjust District One in Accordance with Current Demographics**
  - a) Using new CAD System data, realign patrol beats by current CFS volumes
  - b) Divide District One into D1 North and D1 South, with one Sgt per ea. Division
- 4. Patrol Sergeants: Narrow Selection Criteria and Insufficient Preparation**
  - a) Leadership Academy for newly promoted Sgts (prior to new assignments)
  - b) Mandatory mentoring for all newly assigned Sgts. at District level
  - c) "Sgts Resource Manual" a guideline for success in new role
- 5. Focus on Supporting Patrol Divisions and Improving Morale**
  - a) Increase visibility through site visits – Command Staff Ride-Along
  - b) Increase visibility through site visits – Capt. Ride-Along
  - c) Analyze Sgt. workload for balance/redistribution – Capt.
  - d) Provide support through positive feedback – Captain / Deputy Meetings
- 6. Deadline for Completing Incident Reports Varies by Supervisor**
  - a) Implement an electronic work flow process
- 7. Reviewing Body Camera Footage**
  - a) Utilize civilian/admin staff to support Sgts. with Body Cam Reviews
  - b) Clarify patrol misconceptions to rebuild morale & gain support for initiatives
- 8. Achieving Compliance: Change Management as a Strategy**
  - a) Complete communication self-assessment questionnaire to optimize gains in compliance

## ATTACHMENT A:

### Prosci's Change Communication Checklist 10-Question Checklist on Change Management Communication

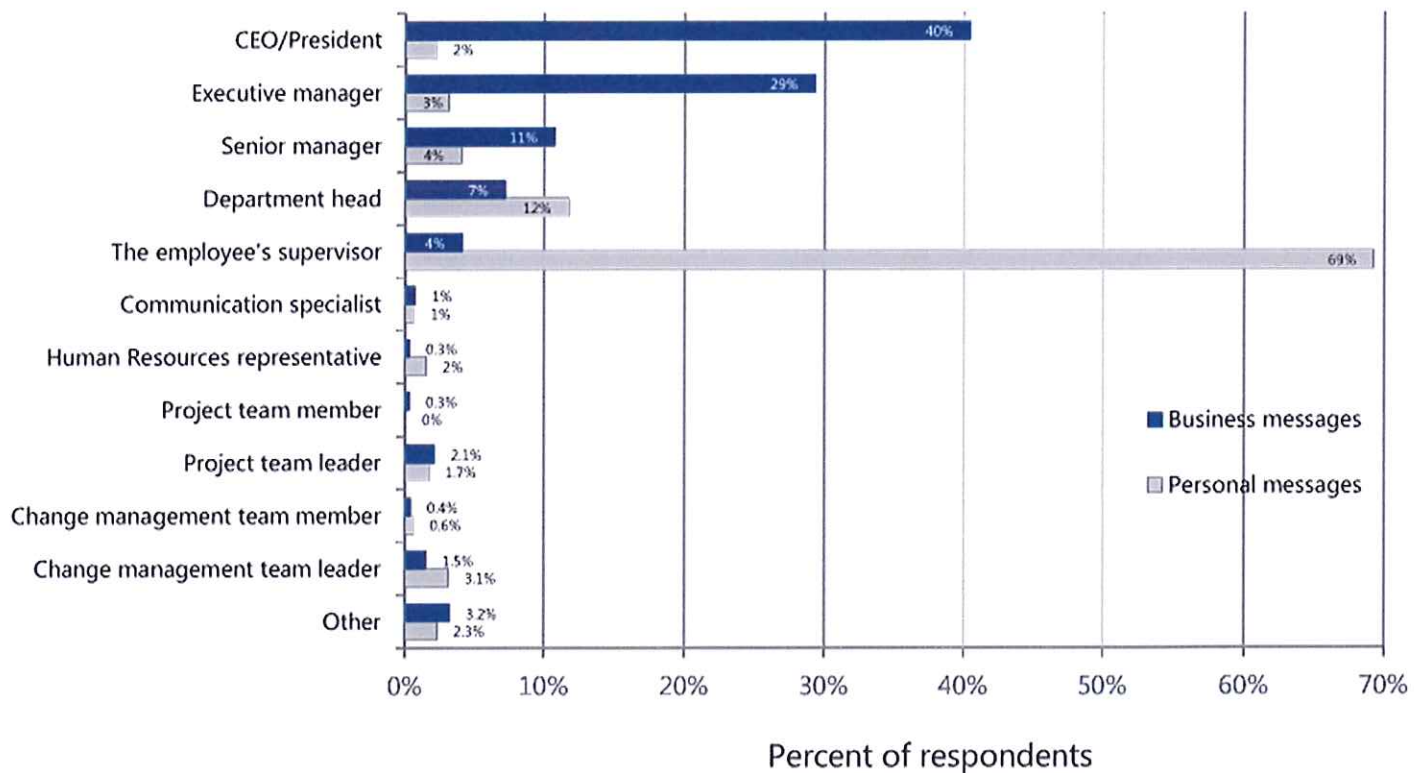
1. Using the preferred senders to deliver communications in your organization?

Benchmarking research shows that employees prefer to hear messages from two people in the organization:

- The sponsor of the change (person at the top of the change) about the business issues and reasons for change
- Their immediate supervisors about the personal impact of the change

#### Preferred senders of messages

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## 2 Answering the questions, "Why is this change happening?" and "What is the risk of not changing?"

When individuals learn of a change, their first question is, "Why is this happening." Senior leaders tend to focus on the vision of the future state, and project teams tend to focus on sharing their great new idea. However, the first communications about a change should focus on why the change is happening. And don't forget to continue and reinforce the 'why' throughout the entire project, especially if time elapses between your first communication and the start of implementation.

## 3 Answering the question, "What's in it for me (WIIFM)?"

Making a change is a personal choice, no matter what senior leaders believe. Communications about change must resonate. To be effective, communications must get at what an employee cares about and values. To gain their support, you must provide a compelling case for how they will be better off or what they get out of engaging in the change. Answer WIIFM (what's in it for me?) early and often in your communications.

## 4 Resisting the urge to communicate through the project team?

Employees prefer to hear messages from two people in the organization, and neither is the project leader. One of the biggest and most common mistakes you can make is to have a project team sending all of the communications.

## 5 Using face-to face communication?

Face-to-face communication was identified as the most effective form of communication. While it is more time intensive, do not underestimate the value that face-to-face communication creates.

## 6 Repeating key messages five to seven times?

It is important to repeat key messages a number of times. The first time you announce a change to employees, they are often wondering how it will impact them and not focusing on the details of what you are communicating about. Repeating key messages ensures that what you want to get across is heard by employees. Share messages more often than you think you need to.

## 7 Creating opportunities for two-way communication?

You need to craft and plan for two-way communication. Give employees the opportunity to share their concerns, provide their feedback and ask questions. Two-way communications create buy-in and provide answers in real-time.

## 8. Preparing the communicators to deliver effective communications and have the necessary conversations?

One of your key roles will be to prepare the preferred senders (such as managers and supervisors) of change messages. This includes sharing with them the important messages that need to be delivered, creating alignment between different senders, and planning the delivery sequence. It also includes educating them on how to deliver key messages.

## 9. Finding effective ways to reach your audience?

A holistic communication plan uses numerous channels to reach employees. This could include meetings, one-on-one conversations, newsletters, presentations, brainstorming workshops, lunch and learns, Intranet Q&A forums, CDs, screen saver messages, etc. Be creative in how you communicate and gather feedback from employees.

## 10. Using assessment tools to evaluate the effectiveness of communication messages?

Communications cannot be viewed as an activity that is planned, delivered and then checked off the list of work to be done. You must find ways to ensure that employees are hearing and interpreting the messages you are trying to send. Assessment tools will help you identify when you haven't communicated effectively, or when the message is being misinterpreted, so you can continue to correct and refine your communications.

Retrieved from: <https://www.prosci.com/change-management/thought-leadership-library/change-management-communication-checklist>

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**MARICOPA COUNTY SHERIFF'S OFFICE**  
**First Line Supervisory Performance Audit # A2016-0005**  
**CORRECTIVE ACTION PLAN (CAP)**



*Note: A written response to this document is required within 10 working days of receipt. This CAP was submitted for review on: 06/01/17.*

Finding/Recommendation:	Responsible Staff:	MCSO Corrective Action:	Target Date:
<p><b>1. Melendres Order &amp; Policy Requirements Are Excessively Time-Consuming For First Line Supervisory Staff Assigned A 1:8 Span Of Control.</b></p> <p>a) A standard 1:5 span of control should be implemented throughout the MCSO.</p>		<p>Concur – however to lower the ratio, more Sergeants &amp; Deputies would be required. Funding for this would be difficult to attain. Splitting the District (3B) may remedy this problem. 1:8 ratio in D1, due to the demographic, is not conducive to best practices in Law Enforcement, gaining compliance with the Court Order, or a positive work environment to our employees. 1:6 Ratio would be a big improvement in managing personnel and increased morale, however, funding is still an obstacle.</p>	<p>Revisit 2018</p>



Revisit 2018	Concur – see previous corrective statement.	
<p>Late 2017</p>	<p>Concur – A – Studies for CFS and OV resources would need to be conducted to determine best location for the split the District.</p> <p>B – Funding for additional Command, Sergeants, Civilian Administration would need to be considered. Physical location, vehicles, etc.</p> <p>Not Concur</p>	<p>IT Communications Command</p> <p>Facilities Finance Fleet Mgmt.</p>
<p><b>2. Current Patrol Staffing Levels May Be Inadequate / Patrol Sgt. Staffing Should Be Increased.</b></p> <p>a). Increase D1 Patrol Sgts. to provide a 1:5 supervisory ratio.</p> <p>b). Commission a workload-based staffing study in D1 to review the appropriateness of current patrol staffing levels and their ability to meet the needs of the community.</p>		
<p><b>3. District And Beat Sizes Are Not Current And Have Not Been Adjusted For Demographic Growth Since Prior To The Implementation Of New CAD System (in 2012).</b></p> <p>a) Conduct beat realignment studies</p> <p>b) Divide District One in half: District One North, and District One South</p> <p>c) Negotiate a Cooperative Agreement for capital assistance with the town of Guadalupe for development of second station</p>		

Finding/Recommendation:	Responsible Staff:	MCSO Corrective Action:	Target Date:
<p><b>4. Process For Selecting Patrol Sgts. Is Narrow, And New Sgts. Are Not Sufficiently Prepared For Their New Roles.</b></p> <p>a) Implement formal MCSO Leadership Academy to provide training in managerial competencies and specific training on procedures for accomplishing Melendres-related tasks.</p> <p>b) Implement formal ride along program to orient and mentor new Sgts in their assigned Districts.</p> <p>c) Implement a "New Sgt. Manual" to identify task requirements and specific timelines to insure success in new role.</p>	<p>Training Command</p>	<p>Concur – in process</p> <p>Concur – Most Districts are doing this, revisit to formalize in 2018</p> <p>Concur – this has been completed</p>	<p>Revisit 2018</p>
<p><b>5. Morale Has Suffered As A Result of Additional Administrative Duties Required Of First Line Supervisors.</b></p> <p>a). Command staff should show support by participating in Patrol activities via ride-along initiative.</p> <p>b). District Captains must also invest and participate in patrol activities via ride-along initiative.</p> <p>c). District Captains must assess Sgts. current workload distribution for balance and/or redistribution (i.e., could some of the workload be facilitated by civilians or Lts.?)</p> <p>d). Captains must meet regularly and directly with deputies w/o Sgts. present to develop working relationships and reinforce MCSO's Mission, Vision and Values.</p>		<p>Concur – With the new administration, there have been many positive changes. New hires, promotions, Command Staff will be striving to improve the overall morale of the office. With the direction of the new Administration, it is my belief there will be gradual improvement of overall morale within the office.</p>	

Finding/Recommendation:	Responsible Staff:	MCSO Corrective Action:	Target Date:
<b>6. Deadline For Completion Of Incident Reports Varies By District.</b>		Concur – in progress	
a). Implement an electronic workflow process for electronic submission of IR's			
<b>7. Body Camera Program, Training And Footage Review.</b>		Concur – in progress	
a). Utilize Civilian/Admin. Staff to support/facilitate Sgts. work in completing Body Cam Reviews			
b). Clarify Patrol misconceptions to rebuild morale and gain support for compliance initiatives.			
<b>8. Achieving Compliance: Change Management As A Strategy</b>		Concur – in progress	
a) Complete communication self-assessment questionnaire to optimize gains in compliance			

Completed by Deputy Chief K. Rustenburg #1266 Date: 6/5/17

*Please return to the attention of Auditor Patty Huling (ext. 6-5425) at MCSO HQ, Bureau of Internal Oversight.*