

# 2020-WPD CHANGE MANAGEMENT PLAN

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CHIEF OF POLICE



# TABLE OF CONTENTS

- HANDOUT SUMMARY
- OVERVIEW: PERSONAL OBSERVATIONS
- HOW WILL WPD DEFINE CHANGE?
- PROJECT SCOPE
- POLICY REVISION(S)
- REVISED VISION STATEMENT
- REVISED MISSION STATEMENT
- GOVERNANCE: CHECKS & BALANCES
- ORGANIZATIONAL CHANGE READINESS
- CHANGE STRATEGIES-COMMUNICATION
- STRATEGY OBJECTIVES & INDICATORS
- PROPOSED METRICS
- RESOURCE REQUIREMENTS AND BUDGET IMPLICATIONS
- FY20-21 REVISED TRAINING NEEDS w/COMPS



# OVERVIEW: PERSONAL OBSERVATIONS

- DATA-DRIVEN DEPLOYMENT WHERE OUR RESOURCES ARE NEEDED W/CONSISTENCY
- STRONG INTERNAL CULTURE OF PRIDE
- INCLUSIVE POLICY REVISIONS AS CATALYSTS FOR CHANGE
- EMBRACE OUR DIVERSITY W/STAKEHOLDER PARTNERSHIPS THAT CREATE A SAFER CITY OF WATERLOO
- FOCUS ON OUR COMPLEX/DIVERSE NEEDS
- AVOID THE EIGHT (8) DEADLY WORDS... “BECAUSE THAT’S THE WAY WE’VE ALWAYS DONE IT!”

# HOW WILL WPD DEFINE CHANGE?

- TECHNOLOGICAL IMPROVEMENTS
- OPERATIONAL IMPROVEMENT
- IMPROVED STAKEHOLDER ENGAGEMENT
- INCREASED ACCOUNTABILITY
- DIVERSITY & CULTURE

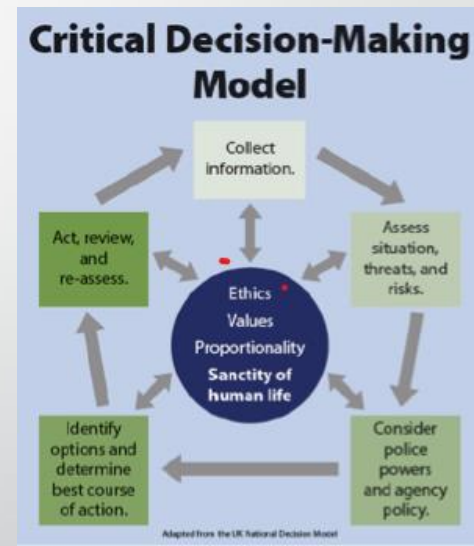
"A TRUE HERO WILL NOT ONLY DO WHAT IS RIGHT, BUT DESPITE THE PROSPECT OF LOSING EVERYTHING, WILLINGLY DEMONSTRATES THE INTEGRITY AND FORTITUDE TO DO WHAT IS NECESSARY-AS A MATTER OF PRINCIPLE." -JFF, 2020

# PROJECT SCOPE

- IMPROVING OVERALL PROFESSIONALISM WITH **TRAINING**.
- **A RESETTING OF THE CLOCK FOR ACCOUNTABILITY: WE ARE ALL ACCOUNTABLE FOR THE ACTIONS OF CO-WORKERS; I.E., WE SHARE A DUTY TO INTERVENE, A DUTY TO REPORT, WE MUST USE CRITICAL DECISION-MAKING & PROPORTIONATE FORCE**
- REALISTIC DEDICATION TO **REPAIRING FRACTURED COMMUNITY RELATIONSHIPS** THAT PRESENT BARRIERS TO ORGANIZATIONAL SUCCESS THROUGH AN EQUITY LENS.
- INCREASING THE FREQUENCY OF COMMUNICATIONS THROUGHOUT THE CHAIN OF COMMAND & WITH STAKEHOLDERS.
- **RESTORING GOODWILL** WITH RACIALLY POLARIZED COMMUNITY MEMBERS.

# POLICY REVISIONS

- VISION, MISSION, CORE VALUES, GUIDING PRINCIPLES, ETHICS (2020)
- USE OF FORCE (MAJ. REVISION)
- SOCIAL MEDIA (2020)
- AIRBORNE PATHOGENS/INFECTIOUS DISEASES (MAJ. REVISION)
- MOBILE VIDEO/BODY WORN CAMERAS (MAJ. REVISION)
- TRANSGENDER PERSONS (2020)
- COMMUNITY POLICING (MAJ. REVISION)
- RACIAL PROFILING/BIASED BASED POLICING (MAJ. REVISION)
- COMMENDATIONS & AWARDS (IN PROGRESS)
- BEAT/WARD INTEGRITY (TBD)
- COMPLAINTS AGAINST POLICE (TBD)



# VISION STATEMENT (2020)

THE WPD, A LAW ENFORCEMENT AGENCY COMMITTED TO EXCELLENCE, WILL BECOME A NATIONAL BENCHMARK IN THE PROFESSIONAL DELIVERY OF LAW ENFORCEMENT RELATED SERVICES; WE STRIVE FOR HIGH PERFORMANCE, EQUALLY HIGH CUSTOMER SATISFACTION, AND ACCEPT AND INTEGRATE INNOVATIVE IDEAS AND DIVERSITY IN ALL ACTIVITIES TO REMAIN DYNAMIC AND FLEXIBLE.



# MISSION STATEMENT (2020)

THE WPD IS COMMITTED TO SERVICE, PROCEDURAL JUSTICE, AND THE **SANCTITY OF HUMAN LIFE**. OUR DUTIES ENCOMPASS **PROTECTING** THE LIVES, PROPERTY, AND RIGHTS OF **ALL PEOPLE** WITHIN A FRAMEWORK OF SERVICE, UNCOMPROMISING **INTEGRITY**, FISCAL RESPONSIBILITY, PROFESSIONALISM, VIGILANCE, AND **BIAS FREE CONDUCT**.

# GOVERNANCE: CHECKS & BALANCES



GOVERNING BODY	ROLES & RESPONSIBILITIES
POLICY REVIEW COMMITTEE & POLICE CHIEF'S ADVISORY BOARD	<ul style="list-style-type: none"> <li>• PROVIDES WPD APPROPRIATE ADVICE AND STAKEHOLDER FEEDBACK</li> <li>• PRIORITIZES GOALS W/A DIVERSITY LENS</li> <li>• MONITORING, PROBING &amp; HOLDING THE COMMAND STAFF ACCOUNTABLE FOR REAL CHANGE</li> </ul>
WPD COMMAND STAFF	<ul style="list-style-type: none"> <li>• EMBRACES, DEMONSTRATES &amp; CHAMPIONS CHANGE</li> <li>• ACHIEVES S.M.A.R.T. GOALS</li> <li>• ASSIGNS ACCOUNTABILITY FOR CLARIFYING AND ENFORCING EMPLOYEE EXPECTATIONS</li> <li>• MODELS CHANGE OF CULTURE BEHAVIORS</li> </ul>
STRATEGIC PERFORMANCE CAPTAIN	<ul style="list-style-type: none"> <li>• OVERSEES, PLANS &amp; COORDINATES IMPLEMENTATION OF GOALS AND RECOMMENDATIONS</li> <li>• ENSURES DECISIONS &amp; DECISION-MAKING PROCESSES ARE ALIGNED WITH AND ADVANCE THE OVERALL CITY STRATEGY &amp; IDENTIFIED COMMUNITY NEEDS</li> </ul>
MAYOR & CITY COUNCIL	<ul style="list-style-type: none"> <li>• PROVIDES SUPPORT FOR OUR EFFORTS TO MODERNIZE THE WPD BY COLLABORATING TO USE A <b>HOLISTIC APPROACH TO CHANGE</b> RATHER THAN FOCUSING ON INDIVIDUAL RECOMMENDATIONS</li> </ul>

# ORGANIZATIONAL CHANGE READINESS

In order to determine the WPD readiness for change, the below factors were considered :

- **Fiscal readiness** to undergo this project
- Impacts to the organization and how well they are understood by internal stakeholders
- Leadership capacity to support cultural change; requires conceptual foresight
- Change champions and how well they can support the change; requires fortitude & courage
- The ability of organizational structures and systems to fulfill change; requires flexibility
- Consistent change management approach taken by project leads and teams
- Organizational ability to manage the impact of change on employees effectively and compassionately

# CHANGE STRATEGIES: COMMUNICATION

- MONTHLY MEETINGS WITH WPPA
- WEBSITE REVISION, INCLUDING EMAIL AND ONLINE COMPLIMENT/COMPLAIN FUNCTION(S) MECHANISM(S) AND PERFORMANCE UPDATES
  - *COMMUNITY RELATIONS IDEAS:* [COMMUNITYPARTNERSHIPS@WATERLOOPOLICE.COM](mailto:COMMUNITYPARTNERSHIPS@WATERLOOPOLICE.COM)
  - *COMMENDATIONS OR COMPLAINTS:* [COMMENDORCOMPLAIN@WATERLOOPOLICE.COM](mailto:COMMENDORCOMPLAIN@WATERLOOPOLICE.COM)
- TELLING OUR STORY: LEVERAGING SOCIAL MEDIA
- CITYWIDE RE-BRANDING (8/2020): ALLOWING OUR STAKEHOLDERS TO CREATE A SECOND PATCH
- FAQ SHEETS: I.E., WHAT TO DO WHEN STOPPED BY WPD, INFORMATION IN MULTIPLE LANGUAGES, COMMUNITY MEETING SCHEDULES, ETC.
- NPOs: FORMALIZED FOR COMMUNITY ORGANIZATIONS, HOMELESS LIAISON, DOWNTOWN LIAISON, AND LGBTQ LIAISON

# STRATEGY OBJECTIVES & INDICATORS

OBJECTIVES	PERFORMANCE INDICATORS
TWO WAY OUTREACH: INTERNALLY/EXTERNALLY	NUMBER OF SCHEDULED ENGAGEMENTS THAT ARE SPECIFIC TO KEY STAKEHOLDERS INCLUDING # OF PEOPLE REACHED, INFORMATION DISSEMINATED & FEEDBACK OBTAINED. TWO-WAY FEEDBACK METRICS TO TRACK ENGAGEMENT, I.E., NPO REPORTS, WEBSITE ANALYTICS, SOCIAL MEDIA HITS, SUBSCRIBERS, ETC.
INFORM STAKEHOLDERS ON AN ONGOING BASIS THROUGH TRANSPARENT AND ACCESSIBLE MEANS.	EXPANSION IN THE MEANS USED TO COMMUNICATE WITH A BROADER AUDIENCE. FEEDBACK & QUESTIONNAIRES PROVIDED TO TRACK PROGRESS.
VALUE STAKEHOLDERS AS CRITICAL TO CHANGE	LEVERAGE CURRENT & NEW RELATIONSHIPS/PARTNERSHIPS TO ENGAGE WITH COMMUNITIES PREVIOUSLY DIFFICULT TO REACH. QUANTIFY FORMS OF ENGAGEMENT CONDUCTED BY STAKEHOLDERS, I.E., COMMAND, COMMUNITY POLICE LIAISON COMMITTEE MEMBERS, CRIME WATCH VOLUNTEERS, ETC.
ENGAGE STAKEHOLDERS & THE PUBLIC THROUGH VARIOUS MEANS. COMMITMENT TO A “MEMBERS FIRST” STRATEGY WHERE EMPLOYEES HEAR ABOUT INITIATIVES & MILESTONES PRIOR TO PUBLIC RELEASE.	CONTINUALLY BUILD ON EXISTING AND NEW OPPORTUNITIES FOR OUTREACH AND FEEDBACK FROM INTERNAL/EXTERNAL STAKEHOLDERS. QUARTERLY UPDATES OUTLINING PROGRESS RELEASED TO THE PUBLIC

# PROPOSED METRICS

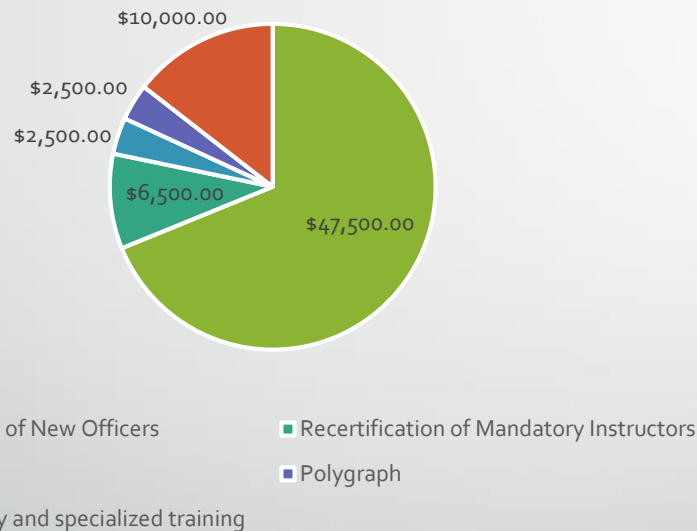
- **ANNUAL COMMUNITY SURVEY** INCLUDING QUESTIONS ON MODERNIZATION, OFFICER CONDUCT (CAPS) AND **COMMUNITY PERCEPTIONS**
- **BI-ANNUAL EMPLOYEE ENGAGEMENT SURVEY** INCLUDING QUESTIONS REGARDING CHANGE READINESS
- MEASUREMENT OF WEBSITE AND SOCIAL MEDIA **ANALYTICS**
- MEASUREMENT OF VARIOUS TYPES OF ENGAGEMENT INCLUDING FACE-TO-FACE, PHONE, EMAIL, AND WEB-BASED INTERACTIONS
- DEVELOPMENT OF **QUALITY ASSURANCE METRICS** SPECIFIC TO CHANGE MANAGEMENT
- METRICS SHALL INCLUDE THE NUMBER OF MODERNIZATION RECOMMENDATIONS, AN ASSESSMENT MATRIX, AND **OUTCOMES WILL BE PUBLISHED**
- PUBLIC REPORTING VIA **COUNCIL PRESENTATIONS** WILL BE QUARTERLY

# RESOURCE REQUIREMENTS & BUDGET IMPLICATIONS

- IDENTIFYING THE APPROPRIATE RESOURCES TO SUPPORT A CHANGE IS BASED ON A NUMBER OF FACTORS: COMPLEXITY, DURATION, AND THE SCOPE (THE NUMBER OF BUSINESS AND STAKEHOLDER GROUPS IMPACTED).
- REPORTING ON BUDGET IMPLICATIONS WILL BE BUILT INTO QUARTERLY REPORTS TO THE WPD CHIEF ADVISORY BOARD, POLICY REVIEW COMMITTEE & CITY COUNCIL.
- CONSIDERING THE COMPLEX NATURE AND BROAD SCOPE OF THIS INITIATIVE, CHANGE WILL REQUIRE DEDICATED RESOURCES: THE ADMINISTRATIVE SERVICES CAPTAIN AND COMMUNITY RELATIONS LIEUTENANT WILL OVERSEE THIS PROJECT.
- THE CAPTAIN WILL ALSO WORK CLOSELY WITH THE CITY CFO AND COMMUNICATIONS DIRECTOR WHO CAN ADVISE AND LEND SUPPORT TO DOCUMENTING CHANGE FOR STAKEHOLDERS.

# FY21 TRAINING COSTS/REVISED NEEDS-W/COMPS

FYE 2021 Budgeted Training



Revised Training for FY21

