

Town of Milton

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The Town of Milton is considering a Technical Assistance (TA) study of its Police Department operations. The International Association of Chiefs of Police has much experience with this and provides consulting services to meet the specified needs of clients like our town.

The International Association of Chiefs of Police (IACP) is a dynamic organization that serves as the professional voice of law enforcement. Building on our past success, the IACP addresses cutting edge issues confronting law enforcement through advocacy, programs and research, as well as training and other professional services. IACP is a comprehensive professional organization that supports the law enforcement leaders of today and develops the leaders of tomorrow.

From the website www.iacp.org:

Management Studies

IACP is available to conduct comprehensive surveys of the management and operations of police agencies. The surveys aim to determine the degree to which a department is properly accountable, is operating cost-effectively, complies with professional police standards, and satisfies the crime control and service requirements of the citizens it serves.

Survey Objectives

- Evaluate the degree to which police philosophy, objectives and operations conform to expectations of government officials and the public.
- Assess a department's readiness to cope with the rapidly changing cultural and technological environment of policing.
- Assess degree to which a department is incorporating and/or experimenting with contemporary philosophical and programmatic innovations.
- Identify crimes, victims and police services that require more effective response.
- Evaluate how efficiently a department is organized to conduct operations.
- Evaluate how productively personnel and other resources are used to conduct current operations.
- Identify policies, procedures and operations that do and do not comply with professional police standards.
- Project future workload and service demands.
- Specify appropriate levels of personnel needed to conduct current and future departmental operations.
- Identify functions performed by a department that can be performed more effectively by alternative means and/or agencies.
- Identify proper police functions that are not being performed by the police.
- Analyze operations and management issues of special concern to municipal officials and the police department.

IACP Surveys, continued

The surveys produce an extensive set of practical, prioritized recommendations to upgrade the effectiveness, productivity and professionalism of municipal police services.

The recommendations enable the department to cope successfully in the future with emerging conditions or trends, placing special emphasis on actions to ensure that the department is accountable to elected officials and the public. To promote successful implementation of recommendations, IACP provides an extensive series of products, services and training.

Survey Scope

- Community trends analysis
- Policing style
- Mission, goals, objectives, values
- Accountability
- Crime, service and workload requirements
- Quality management/customer-oriented programming
- Organization
- Staffing
- Patrol allocation, deployment, scheduling
- Labor-management relationships
- Management, leadership and supervision
- Quality assurance and risk management
- Citizen complaints and internal affairs
- Management support services
- Public information
- Crime prevention and police/community engagement
- Personnel management
- Career development
- Patrol, traffic and investigations records
- Communications
- Evidence and property management
- Fleet management
- Facilities and space utilization
- Data and information processing
- Interagency relationships
- Performance indicators review
- State-of-the-art programming and technology review
- Effectiveness and productivity review
- Work force survey

IACP Surveys, continued

Town of Milton Project Specifications

Before entering into a contract for services with the IACP, the Town of Milton must define the objectives of the study. The following is a template that may serve as a framework for a Public Workshop “discussion”:

DO YOU CONSIDER THE FOLLOWING TO BE:	IMPORTANT			COMMENTS
	NOT VERY	SOMEWHAT	VERY	
Evaluation of police department goals, objectives, and operations - as required by Town Government				
Identification of crimes, victims, and service areas that require a more effective response.				
Identifying / designing the style of policing most effective for the community.				
Evaluation of the organization of the police department.				
Projection of future workload and service demands.				
Identify department personnel levels needed to conduct current operations.				
Evaluation of polices and procedures that comply with professional police standards.				
Evaluation of police department goals, objectives, and operations - as expected by the Public				
Identify department personnel levels needed to conduct future operations.				
Identification of policy and procedures that do not comply with professional police standards.				

Evaluation of how productively personnel and other resources are used to conduct current operations.

Identification of state-of-the-art programs, methods, and technology to increase police effectiveness and to reduce costs.

Identification of functions that can be performed more effectively by alternative means and / or agencies.

Identification of functions not being performed by the police that should be.

Analysis law enforcement and administrative issues of special concern to governmental officials, the department, and public.

The importance of education and training of officers and administrative staff.

The importance of the location of police facilities.

The importance of crime prevention measures.

The importance of public awareness of crimes that occur in the area.

The importance of citizen complaint evaluation.

The importance of budget analysis for the police department.

The survey results may serve as a tool for decision-making. The results may also warrant continued consulting services. To this end, the IACP offers additional technical and management assistance.

Survey Products

- State-of-the-art programs, practices and technologies
- Productivity improvement and cost-reduction techniques
- Program and practice improvement recommendations
- Recommended organization and staffing patterns
- Patrol staffing requirements, assignments and schedules
- Structured and prioritized implementation plan
- Implementation support package
- Professional seminar enrollment
- Continued access to IACP professional staff and services
- Special issues and practice analysis