

Chief Braden 30 | 60 | 90 Plan

UNDERSTAND

CULTURE
CONVERSATION
CONNECTION



"Seek first to understand." –Franklin Covey

ACTIVITY

- Meet with City leadership and command staff to begin formulating priorities and goals,
- Look for opportunities to engage in two-way communication throughout the department and in the community to establish trust, style and expectations.
- Seek all available opportunities to ask questions and listen to what works well and where there are opportunities to improve.
- Use available information, studies and data to begin assessment of environment and landscape.
- Reach out and develop relationships with colleagues and key stakeholders.
- Spend time with all shifts to listen to their thoughts and concerns, spend time on patrol.
- Plan "Meet the Chief" events and Open House events in each Police District.

OUTCOME & IMPACT

1. Develop strong internal foundation by engaging others in the conversation, listening to challenges and opportunities.
2. Create a culture of inclusion, responsibility and empower individuals in their work.
3. Set a tone of professionalism, standards of behavior and expectations of performance.
4. Lay foundation for developing strong community connections to guide future conversations and planning.



Chief Braden 30 | 60 | 90 Plan

STRATEGIZE

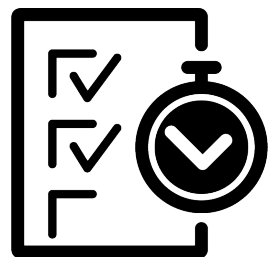
DISCUSSION
DIRECTION
DEVELOPMENT



"It is better to go slowly in the right direction than to go speeding off in the wrong direction." –Simon Sinek

ACTIVITY

- Attend community and civic meetings to listen and ask questions.
- Host a Faith Forum with faith-based leaders in the community and elected officials.
- Engage school leadership and principals.
- Engage higher education leaders.
- Begin developing a formal internal communication plan.
- Review implementation options for strategic planning process.
- Assess professional capacity of team and where additional training may be needed, in addition to succession planning opportunities.
- Determine and define the organizational culture.
- Celebrate successes of the department and challenge the team to be its best where there is opportunity for growth.
- Compile and share 2022 closeout report with benchmarks and data.



Establish internal committees to review:

- Promotional & Specialized Assignments; Evaluate existing processes. Evaluate the need for prerequisite training, education or standards. Determine minimum qualifications.
- Community engagement; evaluation of current programs and new proposals. Recommendations on ways to reach target audience and target communities. Officer input on programs they could lead and guarantee participation. Review of departmental social media platforms. Consideration for rebranding.



- Community Satisfaction Survey; analyze most recent city survey of the community and develop strategies to address negative aspects of the survey.
- Repeat Offender Program; Develop criteria and strategies to implement a repeat offender program that focuses on violent offenders
- Establish external committees to review:
- Community engagement; what type of meaningful engagement does the community envision or expect. What type of engagement or events would generate the greatest amount of community participation and have the greatest impact. How to attract target audiences.
- Gang Awareness; how do we implement some program that educates and diverts the youth from illegal activities and specifically involvement with gangs. Establish committee to work with Tommy Harding (ex-gang member local author) to develop ideas on how to address.

OUTCOME & IMPACT

1. Develop strong connections to community and civic groups.
2. Establish clear goals for future success and opportunities.
3. Create cohesion and organizational culture around shared vision and values with well-informed workforce.

Chief Braden 30 | 60 | **90** Plan

IMPLEMENT

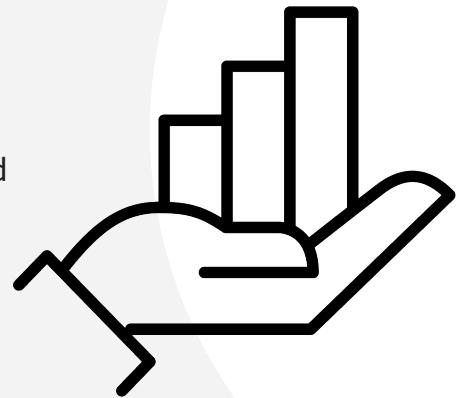
CLARITY
CONSISTENCY
COMMUNICATION



*"Good communication is the bridge between confusion and clarity."
–Nat Turner*

ACTIVITY

- Receive feedback and information from internal and external committees.
- Formulate plan for implementing recommended strategies.
- Communicate plan and vision for future work both up and down the organization and externally.
- Hold Media Day Tour at Department to launch vision for future.
- Begin implementing a strategic planning review process for the department.
- Implement training opportunities.
- Reaffirm vision and values.



OUTCOME & IMPACT

1. Effectively manage change in culture.
2. Include community in vision for the future.
3. Tackle tough local and national issues as a whole community.

