



2019-2020 FOURTH DISTRICT CULTURAL TRANSFORMATION PROJECT – FINAL REPORT

The goal is to create a virtuous cycle of safety by eliminating fear and increasing empathy. By increasing opportunities for positive citizen engagement with police, we can build a stronger trust and reliance upon the police which will lead to a safer community. There are two components: (1) Organizational culture of the district; and (2) Community Policing.

ORGANIZATIONAL CULTURE — “*WORKING FROM THE INSIDE OUT*”

“The goal of this entire endeavor will be to strengthen our positives and collaborate on improving on our challenges, all for the benefit of the people who work here in the Fourth District.” - Commander Brandon Kutz

To maximize the effectiveness of our law enforcement officers, it is imperative that we cultivate an environment that supports their personal and professional development as well as their physical, emotional and mental wellness. To identify areas of improvement, a Cultural Diagnostic Survey (voluntary and anonymous) was administered in April 2017 to measure the Fourth District with a focus in 12 organizational areas:

1. Organizational purpose
2. Managing innovation and growth
3. Communication/processes
4. Teamwork
5. Individual performance metrics
6. Individual performance reviews
7. Support for professional development and continuous learning
8. Consequence management
9. Belief in/evidence of authentic leadership development
10. Resonance with our people
11. Foundation for/evidence of work/life balance
12. Organizational security.

Officers expressed a strong desire to contribute to improving the Fourth District and their work in the community. Participation in the Survey showed engagement and hope for change. An overwhelming 59% of the Department responded, with 18 individuals disclosing their identity. There were 545 comments, over 350 ideas for improvement, and 18 officers disclosed their names, with some disclosing their badge and/or cell phone numbers.



Officers identified the numerous areas of strength that the Fourth District has, and they were:

1. Individual **meaning**
 - Organizational **values** in alignment with personal values
 - Caring for people in the **community**
2. Expressed **desire, initiative, passion** for contributing to positive organizational change
3. A drive **to set own performance goals**
4. **Tight-knit frontline**
5. **Ethnic and gender diversity**, including in leadership
6. Developing people
 - Select **training**: Good training at arrival, excellent firearms/range training
 - **Learning and teaching each other**: peer apprenticing, formal and informal mentoring
 - Improving view of **leadership**/command staff
7. Working with, and serving the **community**
8. **Getting the work done**, even in tough circumstances (equipment, time, difficult environment)

These are organizational strengths to celebrate and leverage going forward.

There was a strong sentiment of disappointment from officers not being heard on good ideas/solutions for issues they encounter on daily basis in the field. The Survey scores, comments and responses to the open-ended questions revealed the following top ten (10) areas for improvement:

1. An overall **mood of discouragement**: fear, lack of trust, disempowered, loss of individual meaning;
2. **Environment** not prepared to support best work: equipment, facilities, uniform, bureaucracy;
3. Poor **communication**;
4. **Talent management** not rigorous, intentional: recruit, hire, develop, outplace, alumni;
5. **Underpaid and overworked**;
6. **Fitness/health/wellness** not core priorities;
7. **Disconnect** between **leadership** and frontline;
8. Innovation, change, adaptability are critically low; **non-agile**;
9. **Reactive** work approach; and
10. Strained **external relationships**: community, political appointees.



OBJECTIVES TO ESTABLISH A FOUNDATION FOR CULTURAL CHANGE

Commander Kutz and his Senior Leadership Team (known as the “Project Team”) identified four (4) objectives to pursue to establish a foundation for cultural change. The fifth objective was adopted by the Innovation Team in the fourth quarter of 2018:

1. Start restoring **trust** and bridging the **gap** between the **frontline** and **leadership**;
2. Catalyze **intrapreneurship** (entrepreneurship inside and organization) and continuous improvement;
3. Develop a **Leadership Model** – “who we want to be as individuals and with each other” (this leadership model will serve as the foundation for all people-related processes such as recruitment, hiring, training and development, evaluations, promotions, outplacement; and
4. Articulate a simple but clear 3-5 year **strategic plan** with mid-to-long term objectives informing short-term actions.
5. Incorporate members of the civilian District Policing Committee (a.k.a. The Fourth District Community Relations Committee) into the cultural change process through collaborative work with the Innovation Team, aiming to:
 - Generate and implement initiatives that improve **community-police relationship**
 - Increase **connection and familiarity** between community and police officers, thereby increasing **trust**
 - Increasing **personal meaning** for frontline officers through opportunities to directly engage with the community on a deeper level.

THE INNOVATION TEAM (Objectives #1 & #2)

The Innovation Team is made up of approximately 14 officers (7 officers, 5 detectives and 2 sergeants) with two project managers at the helm. The creation of the Innovation Team was undertaken to achieve several goals.

- Prioritize strengths and weaknesses reported in the cultural diagnostic survey, identify solutions to bolster strengths – reduce weaknesses, and implement these solutions from the frontline rather than top-down.
- Build officers’ skill sets in problem solving, team work and communication
- Create emerging leaders for the Division of Police



- Act as an incubator for the development of district continuous improvement practices that will sustain over time, inside the Fourth District and beyond it – the methodology developed in the Fourth District pilot is currently being applied and refined by the culture transformation and Innovation Team of the First District.

For “Wave 1” of the implementation phase (started in October 2017), the Innovation Team selected five (5) initiatives:

1. Peer-to-Peer Recognition;
2. Reduction in Mandatory Holdover;
3. Removal of patrol officers’ duty reports (“Duty Free”);
4. Improvement in communication processes between detectives and patrol; and
5. Facilities beautification.

The Innovation Team then formed five (5) working groups comprised of 2-3 officers each, and each group selected one initiative to champion. The first four initiatives are considered pilot programs and received approval from Chief Williams for possible Division-wide implementation. In less than six (6) months of implementation, the Department has experienced positive outcomes.

Although the first group of projects undertaken by the team was described as “Wave 1,” the adoption of new projects and initiatives by the team will be hard to measure in clearly delineated waves. Rather, the team will close, pursue and adopt new initiatives in a more fluid manner. This will allow them to retire projects that have either been successfully brought to conclusion, are no longer relevant, or shelve those that did not work to expectation. They are also free to initiate new ideas that address concerns perhaps not identified in the survey, but become relevant due to changes in the work environment. The working groups are also fluid as team members find projects that they are passionate about and perhaps have talents that best fit the journey to successful completion.

We will report on these efforts as a running list of projects with regular updates:

- **Peer-to-Peer Recognition (TO BE ADOPTED DISTRICT-WIDE)**
 - **History:** After reviewing the diagnostic survey, and conferring with officers throughout the district, the Innovation Team identified three areas that they wanted to address with a peer to peer recognition program: 1) The current nomination process for awards is perceived to be lengthy and cumbersome, 2) Award receipt is not timely in relation to the event, and 3) Criteria for current



awards is too specific, leaving extraordinary actions not recognized because they do not fit certain criteria.

A simple criterion was defined with inclusion in mind, the nomination process was simplified, and the process for approval of the award was kept within the chain of command in the district, as opposed to the division, to expedite the award receipt. In March 2018, the idea was presented to Chief Williams, who granted approval for a pilot program within the Fourth District. The project launched in May and within six months 46 officers received recognition for their efforts that otherwise would have not fit criteria for division awards. Officers are wearing the awards and feedback has been extremely positive, both from the receiving officer and the nominating officer. The number of nominations has been increasing over the course of time as familiarity grows. An unintended benefit of the program is that subordinates have nominated supervisors for their handling of scenes. It is our intention to recommend the division wide implementation of this program.

- **December 11, 2018 update:** The Commander's Office continues to receive approved nominations. Recipients are being reported in our newsletter.
- **January 28, 2019 update: January 11th meeting at the Chiefs Office was conducted.** Chief Williams approved and was very supportive of the project. All recommendations made by the team to the Chief were accepted by the Chief. We will be designing a Division-wide award pin for officers to wear on their uniform. We will also be responsible for writing the policy for this program as well as creating the training template for educating the Division.
- **Reduction in Mandatory Holdover (COMPLETED)**
 - **History:** Due to decreased staffing and a directive to field a minimum number of officers during a shift, the Division of police mandated officers being held over for a second shift. This caused significant stress and agitation as officers worked long shifts with little rest. The team identified three areas that they wanted to improve: 1) predicting when mandates will happen 2) ability to solicit volunteers to fill the opening 3) create a fair process of assigning mandates when they occur. Team members created an interactive calendar that is simple to use, Excel based, and gives management the predicted scheduling shortage each day, for 30 days out. This gives supervisors the ability to look ahead, and attempt to locate volunteers to fill the voids. Next, they identified a mass texting system called "Code Red" that allows us to notify all personnel in the district of shortages, and the ability to work overtime with a few keystrokes on a computer. They also received approval to bring in personnel from other commands to fill voids. Finally, they created a system where every person on a shift will be mandated at least once, prior to another officer being mandated twice. This minimizes the stress on



the lower seniority officers. This program has improved a stressful situation that officers were thinking about on a regular basis, at the cost of zero dollars to the team.

- **December 11, 2018 update:** Procedures implemented continue to have positive outcomes in reducing mandatory hold-overs. No changes reported or requested.
- **December 15, 2020 update:** This project was also adopted into current Division-wide policy and contract language.

- **Duty Free Reports (COMPLETED)**
 - **History:** Cleveland patrol officers continue to write a daily duty (a log of all their activity) for submission at the end of their shift. This is a labor-intensive process that is done across the Division. All the data and information written into this duty already exists in electronic databases (Records Management Systems, Computer Aided Dispatch, etc.) and has been identified as redundant. Team members identified these databases and researched ways in which the information could either be collated into a single report or easily accessed by supervisors or investigators. The reduction in labor would realize more time in an officer's day for either handling more calls for service or community engagement. The team presented their ideas and research to the Chief who approved of a pilot program in the Third District to work in coordination with the installation of new technology and research being done independently by another group of officers.
 - **December 11, 2018 update:** The Third District pilot is wrapping up and a presentation is expected for the Chief.
 - **March 12, 2019 update:** The pilot continues in the Third District at the direction of the Chief to ensure that all necessary data is captured and accessible.
 - **December 15, 2020 update:** The Duty Free Report pilot has eliminated the need for officers to produce a handwritten duty every day saves approximately one half hour of labor for each patrol officer deployed. The Fourth District alone deploys a minimum of 62 patrol officers every day in just patrol operations (not including support units). That equates to in excess of \$350,000 of labor saved each year on patrol in the Fourth District. This project was adopted Division-wide in all five police districts.

- **Inter-District Communication**
 - **History:** As the survey was being reviewed, one of the main concerns that personnel mentioned were communication issues. Communication deficiencies were identified between patrol officers and detectives in the district. Several steps were taken to address this communication deficit: 1) Detectives are now present at all roll-calls once a week to provide updates on cases, answer questions and



provide guidance on current trends or needs, 2) The team installed a monitor with information being broadcast at all hours about current cases, offenders with warrants and for information that may be needed by detectives.

- **December 11, 2018 update:** Detectives continue to address roll-calls on a regular schedule. The monitor/software has been installed in the roll-call room and is currently in use. The following is currently being broadcast: criminals who are wanted, photos of suspects needing identification, case updates and news from around the District (upcoming events, etc.). Positive feedback is being reported from all platoons. Arrests have been made as a result of this technology.
- **December 15, 2020 update:** The internal communication project which works to keep information flowing between the Detective Unit and Patrol continues to provide efficiency in investigations and targeted patrol activity with a focus on individual crime drivers within the community.
- **Facilities Improvements (Open-on going projects)**
 - **History:** The Fourth District headquarters is an aging structure that receives 24-hour wear and tear. Resources are not always available for non-critical repairs or improvements. The team has identified this as a priority for the relative comfort and well-being of the people who work here as well as the effect a more professional environment would have on our visitors. The following projects have been undertaken by team members and other officers who have volunteered: 1) repainting of the main office and hallways of the first floor, 2) Installation of a water fountain on the first floor (paid for and installed by the city with the team providing the impetus for the change), 3) Replacement of damaged and discolored ceiling tiles, 4) cleaning and repair of all lighting, 5) Planning for a new break room
 - **December 11, 2018 update:** Ongoing project. We discussed the sally port transition into a break room. Infrastructure in regards to the floor was discussed. Massive changes to the infrastructure will not be possible as conversion back to a sally-port is possible and we must be flexible in changes that we make.
 - **March 12, 2019 update:** The team purchased a new, modern water fountain for the second floor to be installed soon. The new breakroom is being painted and approvals by the team for improvements to the ceiling, infrastructure and furniture have been made. The team has also approved expanding the project to the adjoining sally port to provide room for community events and to provide a space for community meetings.
 - **December 15, 2020 update:** The closed-circuit monitor installed in the District main office allows officers to quickly see when a citizen enters the building, allowing for a quicker response.



- **Social with the Chief/Command Staff (Completed)**
 - **History:** Recognizing the need to increase communication between Command Staff personnel and Fourth District officers, the team wanted to host a meal for all three shifts of officers and to invite supervisors to participate. This quickly evolved into including community members in the planning and preparation for the event.
 - **December 11, 2018 update:** This is being scheduled for January as a holiday meal that covers all three shifts. Betty Rodes (DPC member) is working on this along with the following officers: Beckner, Larkin, Thomas and Hall). Once a date is set, we will invite the Chief.
 - **March 12, 2019 update:** The social event was conducted on January 30th to great success. Numerous community members worked with the Innovation Team to prepare the meals and to host the event. Both the Chief and the Deputy Chief attended the meals and there was positive reactions and feedback from the officers of the Fourth District.

- **District Photographs**
 - **History:** The team wanted to take professional pictures of our officers at work, engaging with the community and to display those pictures around the building as a source of pride.
 - **December 11, 2018 update:** Officer Viancourt has taken numerous photographs and will continue to do so. Officer Larkin has priced out frames and developing costs. Matting of the photos needs to be considered and priced as well as alternative printing options for the photos. These photos will be used around the building for pride/morale. Will also be used for outreach to the community.
 - **March 12, 2019 update:** The funding for matting and framing of the pictures has been approved by the team. This work has not been completed yet.

- **District Newsletter (Open-on going project)**
 - **History:** The goal of this project was to increase internal communication and to keep officers updated on actions taken by the Innovation Team. The newsletter will also be used to communicate recipients of the Peer to Peer award.
 - **December 11, 2018 Update:** We are close to finalizing the first issue. Waiting for Intern Moore to provide the final version for publishing and distribution. By end of December.
 - **January 28, 2019 update:** Our first Newsletter was sent out in early December. We have decided to send the Newsletter out quarterly going forward.

- **Water Vending Machine (CLOSED)**



- **History:** The need to provide healthy and affordable beverages for officers was identified and the decision to install a water vending machine was made. All water will sold at near cost. Any profit will be managed by the Innovation Team with a focus on having money to repair the vending machine if necessary.
- **January 28, 2019 update:** The water vending machine is in place in what will be the new break room. Positive feedback from all Platoons c/w this project.
- **Trauma Officer Training (SHELVED DUE TO EFFORTS DIVISION-WIDE)**
 - **History:** The training of officers to be able to provide emergency trauma first aid to wounded officers or citizen was prioritized by the team as a way to protect both the community and officers.
 - **December 11, 2018 update:** Rough draft presentation provided by Officer Kinas and Officer Byrd. We are waiting for a date from the Chief to present to him (anticipated in January).
 - **January 28, 2019 update:** The project team presented their recommendations and plans to the Chief, who approved. Public Safety was already working on a multi-discipline Response Task Force. Next Steps: 1) Get us merged into the Public Safety work committee on this; 2) Money is going to be an issue and we need to get more research done on our options; 3) Write an implementation plan.
 - **December 15, 2020 update:** All shelved due to concurrent efforts being launched Divisionally.
- **District WiFi (Completed)**
 - **History:** Officers and the public do not have access to WiFi in the building. The team caused the concerns to be known and the city responded by installing WiFi spots for the officers' use.
 - **January 28, 2019 update:** District WiFi is in place and running smoothly. Positive feedback from all Platoons regarding this project. WiFi is not currently available to the public, but may be permitted soon.
- **Zone Car Detailing**
 - **History:** Because our patrol cars are used 24 hours a day, they experience an inordinate amount of wear and tear. The cars become dirty rapidly and there is nothing in place to give them the deep clean that they need. The team decided to send our dirtiest cars to be detailed professionally and to purchase cleaning equipment so that officers could spot clean the cars when necessary.
 - **December 11, 2018 update:** 7 cars identified in desperate need of detailing. The cost will be \$50 per car and will necessitate the car being out of service at least 24 hours until dry. The price is the city contract price, but no budget for police



currently exists. Commander Kutz will request money to be placed in that budget for 2019. Invoice requested from car wash and we will proceed with detailing the seven cars.

- **March 12, 2019 update:** The funding for the machinery has been approved and we are in the process of acquiring the items.
- **Youth Outreach with Unicycles**
 - **History:** One of the team members is an accomplished unicycle rider, learning to ride as a child. She wants to offer this training to Fourth District community members as a form of outreach.
 - **December 11, 2018 update:** Officer Hall was notified that the funding for this project is likely to come from another source than the Innovation Team’s budget. She will need to produce a cost list for the bikes and the safety gear as well as provide a plan on how she wants to implement this in the community. Branch managers from the Cleveland Public Libraries are interested in hosting if approvals are acquired.
 - **March 12, 2019 update:** Funding via another source has been approved for this project. The team will need to develop a plan for approval prior to expenditure.

LEADERSHIP MODEL (Objective #3)

Leadership Models aims to define “who we want to be as individuals and with each other” in an organization, by

1. Aligning talent to strategy – helps people know what to do in any situation
2. Making values overt – what we believe
3. Clarifying culture – what we are, what we are NOT
4. Saying out loud who we are and want to be, so we attract/retain/develop people really well
5. Orienting everyone to growing, which we are built to do
6. Anchoring apprenticeship
7. Reinforcing development automatically – people live into what they consistently do. Habits matter.

Ultimately, a Leadership Model serves as the foundation for all people-related processes such as recruitment, hiring, training and development, evaluations, promotions, outplacement.



From the beginning of the culture transformation mid-2017, Commander Kutz led the development of the Leadership Model for officers of the Fourth District (and potentially CDP). Five key leadership areas were identified as being important for police officers:

1. Community Leadership
2. Vision for Policing of the Future
3. People Leadership
4. Entrepreneurial Leadership
5. Administrative/Departmental Stewardship

This model was tested out in recruiting for new roles. A hiring matrix was created for each role, and used to guide nomination and hiring processes. To date, this was used for:

- Stage 1 (Jul-Aug 2017) - The Innovation Team
- Stage 2 (Feb-Mar 2018) - Community Engagement Officers
- Stage 3 – Other Positions
 - a. District Training Coordinator (Jan-Feb 2019)
 - b. Administrative Assistant (2nd Quarter 2019)

Next steps: The leadership model is being proposed and considered for Division-wide adoption as part of a project to rework the Cleveland Division of Police performance management system.

THREE TO FIVE YEAR STRATEGIC PLAN (Objective #4)

Once finalized, the plan will fully define mid-to-long term objectives informing short term actions and decisions on where to invest effort:

- What are we not doing and should **START**?
- What are we doing and we should **ACCELERATE**?
- What are we doing now and should **STOP**?

In February 2018, a group of CDP leaders was convened by Commander Kutz and brought their strategic thinking to identify the imperatives for the Fourth District that are an intersection of Chief William's vision for the department overall, and Commander Kutz's aspiration for his district. They identified as first imperatives:

- 1. Attract, grow, and celebrate good talent.**



- To attract the right talent, it requires:
 - PR for public image and perception;
 - Appropriate compensation/salary levels
 - Organizational professionalism
 - Hiring the right people from the right pool;
- Why is this strategically important:
 - to enable a shift from blue to white-collar type of job
 - supports the ability to evolve to guardians

2. Move from a subculture of negativity to can-do/optimism/positivity

- Import “best practices”, e.g. do “go-see” at Columbus OH
- Celebrate successes, increase recognition

3. Empower the workforce

- Make use of people’s talents, right person to the right place, otherwise really talented people are underutilized, not engaged, do not blossom
- Give opportunity to lead

4. Build trusting community relationships and partnerships

- Nurture and grow healthy relationships between community members and officers
- Develop partnerships for collaborative problem solving

INCORPORATING THE DISTRICT POLICING COMMITTEE INTO THE CULTURAL CHANGE PROCESS (Objective #5)

The need to mend relationships with the community and to turn the tide on the negativity toward law enforcement in the zeitgeist was clearly heard in the survey results we received from the officers of the Fourth District. In the fourth quarter of 2018 the Innovation Team pushed for the inclusion of the Fourth District community in the process of change they had been actively participating in. The decision to bring the long established Fourth District Community Relations Committee into the project was an easy one to make. This committee is made up of community representatives from each of the eight neighborhoods making up the Fourth District.

Utilizing Human Centered Design, the officers and the community were both put through independent exercises with the intent of identifying their unique perspectives on Police-Community relationships. The teams were then brought together to share the results. There was a clear common thread speaking to the issues surrounding the strained relationships off the community and the police:



1. There is a need to accurately “Tell the Story”
 - Residents have preconceived notions based on history with the police, and on stories that are told in a partial or biased way
 - Officers believe there are misconceptions fueled by biased media coverage, false beliefs, negative history
2. There is a lack of resources
 - Training, skills, staffing, policies and procedures that do not support solid and trusting relationships
 - Lacking resources to actualize good intentions: staffing and funding
3. What if feels to be me: See me, Know me, Respect me
 - Some officers don’t know the residents, don’t understand the local neighborhoods culture and realities, actions show lack of respect, racism
 - Disrespect for the police
 - Ignorance of the police ways, its procedures and policies
4. Trust issues:
 - Quality of service, inequity: officers working the right individual the right way – erodes trust
 - Lack of two-way trust leading to disconnect, poor communication, fear

The combined teams then worked together to identify which piece of thread they wanted to work on together and they chose “Telling the Story.” With improved communication being targeted as the primary goal, the teams chose the following three projects to pursue:

1. Increased social media outreach to possibly include Facebook, Instagram, Snapchat, podcasts, etc.
2. Utilizing foot and bike patrols with a focus on targeted and strategic communication
3. Creation of a collaborative community/police newsletter for distribution

As of March 2019, the teams are still in the planning stages of these projects.

SUSTAINABILITY PLAN

Growing and sustaining the positive results in the culture transformation pilot in the Fourth District to a new and enduring way of working across the department will be realized by establishing a Continuous (CI) Improvement program. We are currently in the design phase, and we envision:



1. A Centralized Continuous Improvement (CI) group with arms in each functional/operational area (area CI officers could be the project managers of local Innovation Teams):
 - Coordinates and amplifies local teams
 - Collects and disseminates best practices
 - Catalyzes and/or leads district-wide, systemic change (e.g. organizational processes, practices, etc.)
 - Communicates with Command Staff
2. Local Innovation Teams: reporting locally to area leadership + connected to central CI
3. Training/learning:
 - Introduce continuous improvement principles in the academy (for example bring Innovation team members to speak to cadets)
 - Training/learning of continuous improvement methods and mindset: command staff, officers (includes hands-on learning e.g. taking on a project together with innovation team members)

We believe that key success factors for the Continuous Improvement program include:

1. Central sponsorship and leadership, with mandate for change
2. Empowered frontline (through innovation Teams): frontline has to have ownership of change
3. Leadership Model in place (or in development) together with a talent management system (a.k.a. performance management)
4. Strong communication, connection, marketing orientation

Next steps in fully defining the sustainability plan through the establishment of Continuous Improvement include refinement through discussions with leaders in CDP, followed by a presentation to the Chief and Command Staff (est. May 2019).