

August 2, 2020

Re: "Richmond, Vermont Police Chief"  
Richmond Vermont Police Department  
Town of Richmond  
Richmond Town Manager  
ATTN: Chief of Police Search  
P.O.Box 285  
203 Bridge St  
Richmond, VT. 05477  
Email: jarneson@richmondvt.gov

Dear Selection Committee,

As an accomplished and innovative law enforcement professional, currently serving as the Lieutenant/Commander for the Patrol, Traffic and K-9 Divisions at the Brunswick Police Department Brunswick Georgia, I appreciate the opportunity to submit my application for the position of "Richmond Police Chief", Town of Richmond, Vermont. I submit I will continue to be a positive role model and leader of the men and women of the Richmond Police Department (RPD) and nurture community trust and confidence in RPD by embracing community policing.

You will see throughout my resume that I am a proven law enforcement leader, experienced in law enforcement operations, emergency management, and investigations who has worked collaboratively with other leaders, peers and subordinates. I have always identified and resolved challenges while advancing shared goals and interests.

I am an engaged leader with a strong track record of insuring all programs are effective and efficient, as well, I intend on advocating the same at RPD to insure and fully support all priorities while fostering creativity and leveraging technology to meet the challenges, critically necessary to the success of RPD for all the citizens and visitors to the Town of Richmond.

I am a high-energy leader who loves to meet new people and build and develop lasting relationships. I possess an ability to energize, excite and help the people around me. I enjoy mentoring younger staff members so they too may become the leaders of tomorrow through training opportunities to further their personal and professional growth as well as insure RPD's organizational growth.

I am very effective at getting buy-in from stakeholders at all levels, as I lead by being both strategic and tactical – engaging others *STRAT*actically to work toward the greater good, and bring the added value of integrity, work ethic and focused relationship management as a visibly engaged leader and manager.

I have a strong track record of building collaborative relationships across the public safety, citizen, business, and government communities to develop innovative strategies to solve complex issues and foresee my continued focus to accomplish the same.

Where some see a problem, I see a challenge that requires resolution. Balancing multiple projects and responsibilities provides me with the opportunity to prioritize, utilize flexibility in how I manage my time and engage others in a collaborative resolution to any problem or challenge.

My career has always been and will continue to be centered on a commitment to teamwork and excellence - combined with a responsive, problem-solving philosophy that fosters daily interaction with those we work with and serve in a compassionate, positive manner.

I look forward to the opportunity to bring my experience, leadership and talents to the position of Richmond's Police Chief. When selected, the continued reputation and history of RPD and the Town of Richmond will tell the rest of the story.

Sincerely,  
Donald Babbin, Jr.

**VALUE ADD:** To transparently serve as the Richmond Chief of Police and active member of the executive team reporting to the Town Manager and Town Council, where I will leverage my strategic, operational, and administrative expertise, as well as my community policing philosophy and domestic/international liaison connections, for the Town of Richmond Vermont.

**Areas of Expertise**

<b>COMMAND + OVERSIGHT</b>  Community Policing + Collaborative Partnerships + Team Culture / Succession Planning	<b>CERTIFICATIONS</b>  FBI Law Enforcement Executive Development (FBILEEDA) + Georgia POST Certified	<b>LEADERSHIP</b>  Decisive + Principled Leader + Collaborative Relationship Builder + Customer Service Oriented
<b>STRATEGIC PLANNING</b>  Data-Driven Analytics + Accomplishment / Results Oriented + Critical Thinker / Problem Solver	<b>LIAISON / COMMUNICATION</b>  Exceptional Oral + Written Communication Skills + Honesty / Integrity / Accountability	<b>BUSINESS ACUMEN</b>  Continuity of Operations + Continuous Process Improvement + Business Acumen / Budget Oversight

**EMPLOYMENT HISTORY**

- Brunswick Police Department (BPD)**

  - Lieutenant, Patrol Division + K-9 Commander (2015 – Present)
  - Sergeant (2013 – 2015)
  - Corporal (2010 – 2013)
  - Private First Class (2006 – 2008)

Brunswick, GA – Direct Report to Captain and Major

**2006 – Present**
  
- Police Officer, Coastal College of Georgia, (CCG)**

Brunswick, GA – Direct Report to Patrol Sergeant

**2014 – Present**
  
- Customs Agent, U.S. Customs**

Boston, MA – Direct Report to Port Director Lead Supervisor

**2004 – 2006**
  
- Police Officer, Hull Police Department (HPD)**

Hull, MA – Direct Report to Patrol Sergeant

**2002 – 2004**
  
- Security Officer/Dispatcher, Boston College Police Department (BCPD)**

Chestnut Hill, MA – Direct Report to Patrol Sergeant

**2001 – 2004**

**COMMUNITY ORIENTED POLICING**

- Established community-oriented policing within the BPD through citizen contact cards, utilization of sworn law enforcement officers to personally contact each citizen at their home address to determine their concerns, insured follow-up with each citizen after an incident, utilized foot patrols where warranted and regularly changed patrol officer zones to insure all sworn law enforcement gained a perspective of each area of the community
- Conducted analysis of crime statistics and deployed sworn law enforcement officers to high-crime areas which reduced crime by ~ 15%
- Emphasized an atmosphere of diversity and inclusion within the BPD by establishing and adjusting patrol shifts to be more reflective of the community
- Minority and female representation in the command staff and supervisory ranks has increased by 4% since 2016

- Possess experience in urban, suburban and rural policing environments, e.g., City of Hull residents increase 3-fold during the summer, and, member of a drug task force experience working in extreme conditions and limited back-up due to distance
- Utilized video cameras as a force multiplier, e.g., public housing has live video in certain locations which assists in criminal apprehensions
- Conducted and attended citizen watch/crime prevention/community meetings resulting in implemented additional patrols as warranted
- Established communication with local and state elected officials to address constituent safety concerns and ensure BPD provides superior service to the citizens of Brunswick, GA
- Initiated the National Rifle Association (NRA) EDDIE EAGLE Gun Safe Program with 10K+ Pre-K through 4<sup>th</sup> Grade participants annually

### **STRATEGIC PLANNING + STRATactical LAW ENFORCEMENT OPERATIONS**

- Conducted or participated in the annual strategic planning meeting with command and supervisory staff to develop goals, training needs and evaluate the performance of each operational and support function based on historical data/trends, e.g.,
  - Duty reporting hours were changed and the patrol function was re-structured based on data from “calls for service”
  - BPD Vision and Mission statements altered to provide additional professional development for BPD employees
  - Researching video cameras in school zones to address speeding violations

### **COMMAND + OVERSIGHT**

- Lead 80 sworn law enforcement officers and 10 professional support staff as both Patrol Division and K-9 commander
  - Open-door communications with all supervisors, sworn law enforcement and professional support employees
  - Designed, developed and established formal and/or informal succession planning programs
  - Refined personal leadership style utilizing increased mentoring/delegating emphasis
  - Developed an organizational culture where managers and supervisors are approachable, responsive, and knowledgeable and where law enforcement officers and professional support staff are helpful, informative, fair, and decisive
  - Review daily security and threat notifications to assess for local impact
    - Identify trends and deploy resources to potential or risk areas, e.g., deploy plain clothes sworn law enforcement personnel in unmarked vehicles; and, deployed additional human resources in high burglary areas
  - Authored all patrol and K-9 standards for State of Georgia Chiefs of Police Association accreditation of BPD
  - BPD Field Training Officer (FTO) Coordinator (2018 – Present)
  - Conducted 300+ criminal investigations throughout career related to murder, aggravated assault, sexual assault, battery and long-term narcotics investigations
    - Member of 65+ member multi-jurisdictional investigation comprised of 20 GBI, FBI, DEA and other local law enforcement agencies to dismantle an international drug cartel
  - Oversight of 200+ criminal investigations annually
  - Conducted 24 internal affairs investigations throughout career
    - Oversight of 10 internal affairs investigations annually

### **EMERGENCY MANAGEMENT / CRISIS + VENUE OPERATIONS / INCIDENT COMMAND**

- Trained and certified in the National Incident Management System (NIMS) at levels 100 and 700
- Collaborated with the Emergency Management Director in the City of Brunswick to develop and maintain local “All Hazards Plan” under the National Response Framework and ICS during major hurricanes
  - Practical knowledge of entire 15 Emergency Support Function Annexes
- Trained in Critical Incident Management in response to terrorist events by FEMA and U.S. Customs Border Patrol (USCBP)
  - Incident commander at 30 major incidents 30 and 15 SWAT call-outs annually
    - BPD SWAT leader (2008 – 2016)
    - Participated in 300+ critical incidents involving armed and barricaded suspects, suicidal subjects, officer-involved shootings, high-risk entries, multi-agency incidents, SWAT operations, HAZMAT, as well as major crimes such as vehicle pursuits, barricaded suspects, shootings and multi-agency incidents, e.g., bomb threat at Glynn County Court House, HAZMAT fuel truck spill
    - Member, Critical Incident Review Board for all vehicle pursuits
    - Member, Accident Review Board for all motor vehicle accidents involving a sworn law enforcement officer
  - Assisted in identifying numerous local critical infrastructures and preplanning for incident responses at local power generation plant, water treatment plant, schools, and private/commercial businesses
    - Conducted 75+ threat and risk assessments for critical local infrastructures and businesses, e.g., United Community Bank, Bank of America, Exchange Club and St. Francis Church
  - Conducted and participated in 17 table-top and full-scale exercises, e.g., School and College police active shooter training; 2019 responsible for U.S. Vice President and U.S. Secretary of State motorcade route with U.S. Secret Service
  - Directed and controlled crowds at 200+ events, e.g., parades, funeral processions and sporting games - Exchange Club Rodeo and Fair with crowds of ~ 15K attendees
  - Responsible for risk mitigation through data review and identification of high-risk practices and business vulnerabilities

**LIAISON / COLLABORATION**

- Network with 8K + FBI Law Enforcement Executive Development Association (FBILEEDA) domestic and international members
- Continuous liaison with all local, state and federal law enforcement and government jurisdictions, e.g., Kingsland Police Department DUI task force and K-9 assistance, Glynn County School Police, Coastal College of Georgia, Glynn County Sheriffs Department, GBI, FBI, DEA and U.S. Secret Service

**BUDGET / COMPLIANCE / BUSINESS ACUMEN**

- Budget
  - Active participate in development, administration and oversight of \$20K+ annual K-9 budget
- Compliance
  - Daily and routine inspection of all police vehicles, weapons, traffic unit schedule, court activity, etc.
- Business Acumen
  - Raised \$50K + for the BPD K-9 program from local businesses
  - Raised \$3K from local schools and business to purchase Eddie Eagle Costume for program

**PROFESSIONAL CERTIFICATIONS**

2017 – Present: National Safety Council Local Government Risk Management  
 2017: IS-00700 NIMS  
 2016 – Present: FBI Law Enforcement Executive Development Seminar (FBI LEEDS)  
 2016: Georgia Public Safety Training Center Management  
 2015: Georgia Public Safety Training Center Supervisor  
 2014: Georgia Public Safety Training Center Intermediate  
 2008 – Present: Field Training Officer, Institute of Police Technology and Management  
 2008 – Present: Marijuana Examiner, Georgia Bureau of Investigation  
 2006 – Present: Georgia POST Training Council  
 2006 – Present: Armorer, Glock, Federal Law Enforcement Training Center (FLETC)  
 2002 – Present: Sig Sauer Armorer, Epping, New Hampshire

**PROFESSIONAL MEMBERSHIPS**

2017 – Present: Member, International Association of Chiefs of Police (IACP)  
 2017 – Present: Member, Sigma Alpha Pi, National Society of Collegiate Scholars  
 2016 – Present: Member, FBI Law Enforcement Executive Development Association (FBILEEDA)  
 2016 – Present: Member, National Society of Leadership and Success  
 2014 – Present: Member, National Association for Advancement of Colored People (NAACP)  
 2006 – Present: Member, Police Benevolent Association Southern States  
 1990 – Present: Member, Knights of Columbus (K of C) Council 555

**VOLUNTEER SERVICE/COMMUNITY SERVICE**

2006 – Present: Member and President (2015 – Present), Brunswick Police Association  
 - Assist with “Keep Brunswick Beautiful” nonprofit agency to pick up litter and trash  
 - 2019 BPD involvement with “Save the Youth” campaign

**EDUCATION**

**Bachelor of Arts, Public Administration** – Southern New Hampshire University, Manchester, NH, Cum Laude- May 2020  
**Associate of Arts, Criminal Justice** – Framingham State College, Framingham, MA – attended/no degree  
**Associate of Arts, Criminal Justice** – Westfield State College, Westfield, MA – attended/no degree

**SKILLS**

**Computer**

PC  
 Microsoft Excel  
 Microsoft Word  
 Microsoft Power Point  
 Microsoft Outlook

**Communication**

Skype  
 Google+

**Social Media**

Twitter  
 Facebook

**Databases**

NCIC  
 Crimereports.com  
 LINX  
 SPILLMAN  
 PRIORS  
 CAD/RMS  
 K-9 5.0  
 GEARS

# TOWN OF RICHMOND, VERMONT



**THIS IS  
RICHMOND** ❤️

**RICHMOND POLICE  
STRATEGIC PLAN 2020**

I am energized to present Richmond's Police Department Strategic Plan for the first 90 days as your new Police Chief. Safety is our highest priority for the Town of Richmond and every single citizen and visitor. We as a community will work together to ensure all people feel safe.

Our nation is facing a significant social change that demands both recognition and a commitment to change. All law enforcement agencies must address the call for progressive change while maintaining law and order. The Town of Richmond must do so in a way that embraces community participation, investing in community services and making their officers part of the fabric for Richmond. Through legitimacy, trust and public support, Richmond Police department can work together and start the progressive change.

First, Richmond Police will develop a Vision and Mission statement. In support of the newly created Vision and Mission the following values will guide our Officers day to day behavior and decision making: Ethical, Respectful, professional, Community oriented, Performance driven and Accountability will be the core values of the Richmond Police Department.

Knowing and having a Vision and Mission, we will be more valuable to those we serve. We will advance police operations and enhance Public Safety while earning the trust and pride of those we serve and those who serve.

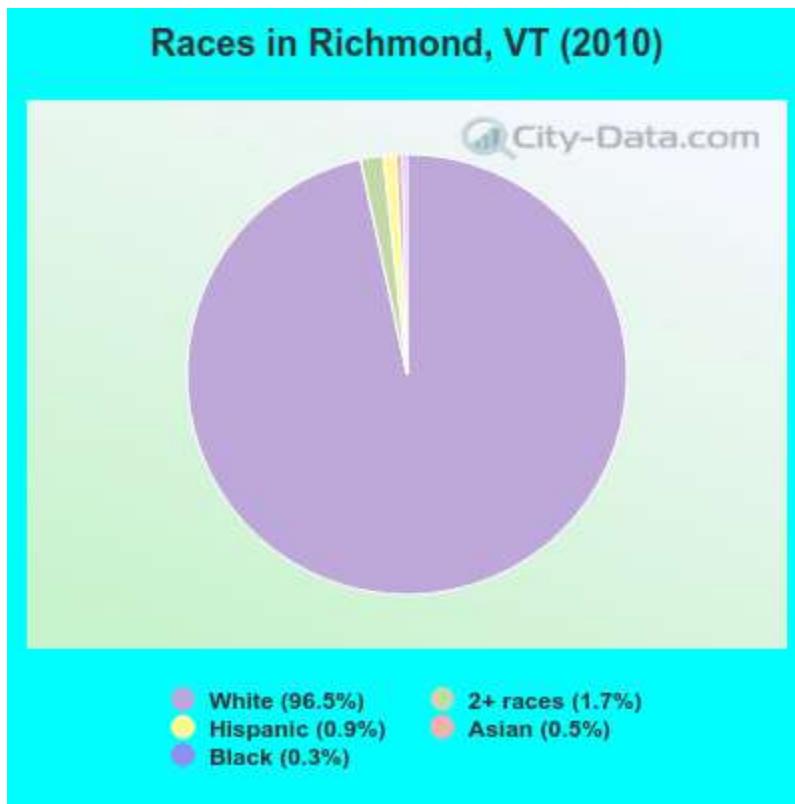
# Town of Richmond Overview

Population in 2010: 4,081.

Males: 2,007 (49.2%)

Females: 2,074 (50.8%)

Median resident age: 41.7 years



White alone 3,937

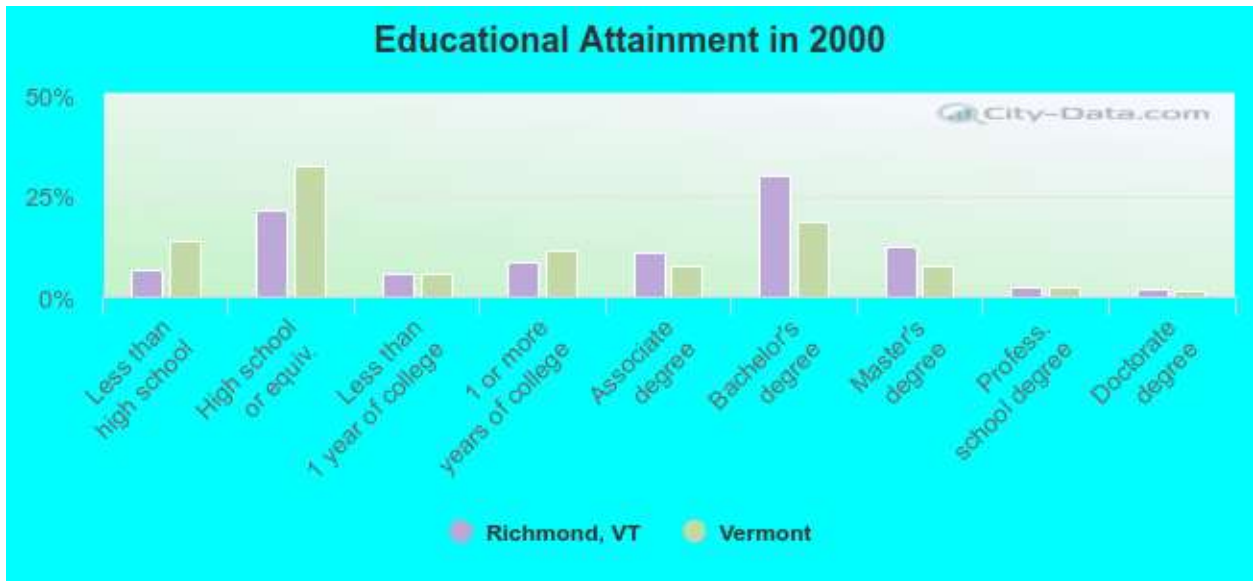
Black alone 11

Asian alone 22

Two or more races 69

Hispanic 38

American Indian alone 4



For population 25 years and over in Richmond:

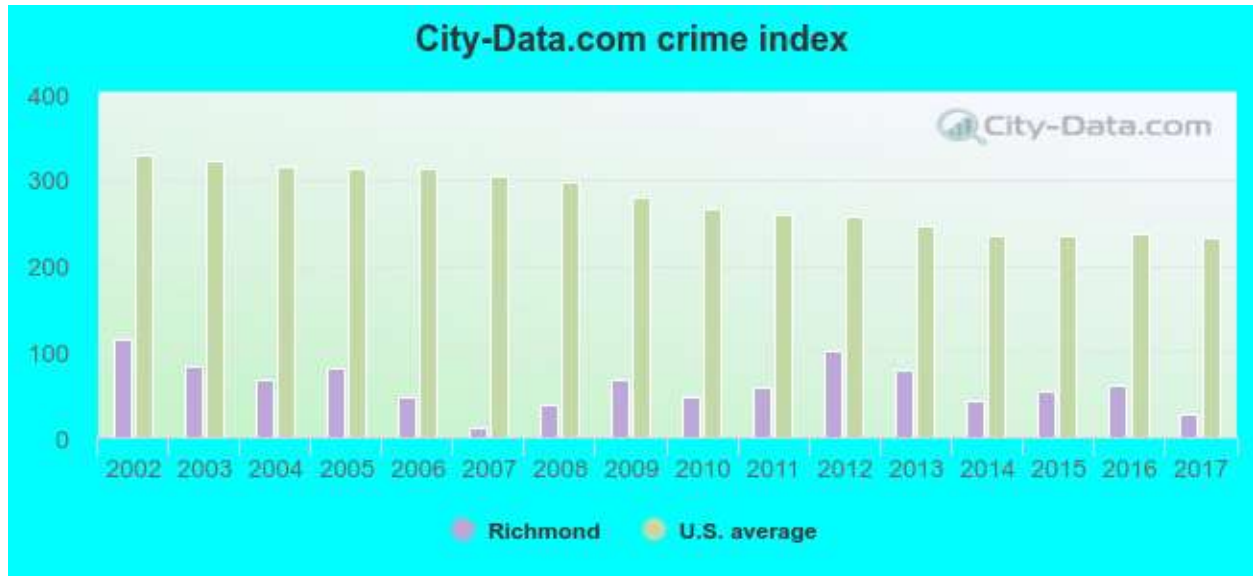
High school or higher: 93.3%

Bachelor's degree or higher: 46.8%

Graduate or professional degree: 16.9%

Unemployed: 2.5%





The needs of the Community will be addressed by incorporating community Policing initiatives and making all officers part of the Richmond community. Striving to be a premiere law enforcement agency takes leadership, trust and commitment from within the agency and the community. Bridging gaps from within will lead to better outreach to other programs, departments, and resources.

The role of a Police Chief within a local community is monumental, with the most important duties being that of developing excellent community relations, as well as, leading the department in a direction that ensures its success and growth. This role is critical to ensure that the community is being represented, well provided for, and above all, that the lives and property of each and every citizen is protected. It is up to the chief of police to set a higher standard for all officers to abide by and strive to exceed, and to not only represent the community, but to represent the profession of law enforcement as a whole.

While merely suggesting an increase in benefits is easier said than done, funding a department to provide said benefits doesn't need to be. I have always strongly felt that a department that interacts with its citizens and keeps excellent community relations will be strongly supported and provided for by its community. By increasing community relations through establishing outreach programs within the community and local school system, I believe we will be able to build a positive relationship within the community, and increase the opportunities for department fundraising. Offering educational classes and workshops to the public, increasing participation within community and school events, and instituting outreach programs to develop a greater sense of public trust and opinion will heavily benefit the overall view of law enforcement within Richmond.

Funding a police department is no easy task, never the less building a new facility. It is crucial to the success of any project to acquire the support of the community and involve stakeholders. There is a need to identify real problems and a needs study should be developed in order to assist. The task of informing the community and building support for a new facility could move forward by hosting town hall meetings, giving public presentation, and by preparing with other departments. The department could advise as to how Richmond could leverage technology through the use of social media, utilizing project web sites and also applying for grants and community engagement services.

Police chiefs play the most important role by setting the example of high moral conduct that they pass on to subordinate officers. By leading, satisfying needs, officers will feel part of the fabric and continue to serve Richmond.

## **Implementing Community Policing**

The Richmond Police department will strive to implement a detailed and critical Community Policing Policy (CPP). This CPP will incorporate the Vision and Mission of Richmond. After reviewing the President's Task Force on 21st Century Policing I present Richmond's CPP.

### GOAL 1

**Building Trust**, treat every member of the Richmond community with respect and treat non-enforcement actions as an opportunity to build trust. Trust is earned through sincere interest, collaboration, commitment to justice and protection of life.

**Promote legitimacy**, Communicate promptly and frequently during critical incidents. Tell your story first before your story is told for you. Establish relationships with the Richmond community by fostering dialogue between law enforcement and residents.

Conduct bottom-up reviews of all agency policies, procedures, tactics, and techniques to ensure that values are effectively communicated and exercised throughout the organization. Promote continuous training in ethics, integrity, and discretion.

Establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accordance with Richmond Vision and Mission Giving individuals "voice" during encounters, being neutral and transparent in decision making.

For the Richmond Police to achieve internal legitimacy, develop and implement a policy that would involve employees in the process of developing policies and procedures.

## GOAL 2

### **Training, Education, Hiring and Retention.**

With today's Generation X's and Millennials populating our communities, it's important for the Richmond police department to be more diverse, so that they may adequately represent the community they seek to serve, and to strive to keep up with utilizing the advances in technology. Learning from recruiters for organizations outside of law enforcement has taught me how effective social media and technology can be in recruiting new talent. We must seek candidates through other means than the methods of old school hiring, we must look to encompass more than just the typical candidate from our communities, we must expand our available opportunities to those who may yet still be reached, but who have not yet been considered. Hiring officers who reflect the community they serve and supporting the Vision and Mission is important not only to external relations but also to increasing understanding within the Richmond Community.

Develop a yearly training calendar that every member of the Richmond police department participates in that will include training of the principles: Community policing and problem-solving principles, Bias awareness, Scenario-based, situational decision making training, Crisis intervention training, Interpersonal and communication skills, Procedural justice and impartial policing, Trauma and victim services, Mental health issues, logical research and technology, Languages and cultural sensitivity. Have all members of the Richmond Police department become certified as a Crisis intervention training (CIT) officer.

Seek out training opportunities provided by local colleges and universities, law enforcement organizations, training institutions, and federal agencies.

Identify, recruit, and retain officers with the interpersonal skills necessary to foster positive relationships with the Richmond community. Review and revise recruiting, selection, and training practices to attract and retain these individuals, have citizens participate in training.

Today's policing challenges are not just limited to that of providing services on a limited budget, but also employing "the best of the best". As most law enforcement agencies are well aware, officer retention issues are always a major concern and obstacle to overcome. The idea of keeping permanent officers and developing a seasoned, experienced agency are constantly pitted against the notion of becoming a revolving door or a stepping stone, with its sole purpose being that of training and giving officers enough experience to move on to a department they feel they can begin their career in. Officers also need the freedom to make choices consistent with the mission of the department.

### GOAL 3

#### **TECHNOLOGY and SOCIAL MEDIA**

The role of a Police Chief within a local community is to lead and make tough decisions that will incorporate community standards and embrace a vision that will lead the agency into the 21 Century. Today's law enforcement technology has positive effects, it can also have negative effects. Developing excellent community relations, as well as, leading the department in a direction that ensures its success and growth, while safeguarding citizens privacy. This role is critical to ensure that the community is being represented, well provided for, and above all, that the lives and property of each and every citizen is protected. It is up to the chief of police to set a higher standard for all officers to abide by and strive to exceed, and to not only represent the

community, but to represent the profession of law enforcement as a whole. Using technology is a great tool to bridge the gap between citizens and travelers. This will improve policing practices and build on trust and legitimacy. All technology and social media must clearly support the Vision and Mission of the Richmond Police. The use, storage, privacy and cost does change and we as a community will need specific goals. These goals will educate and engage officers and the community. Implementation of new technology will have more acceptance in the community and must be current and the content must be refreshed both for daily activities and critical incidents. This will maintain, keep and engage the local community.

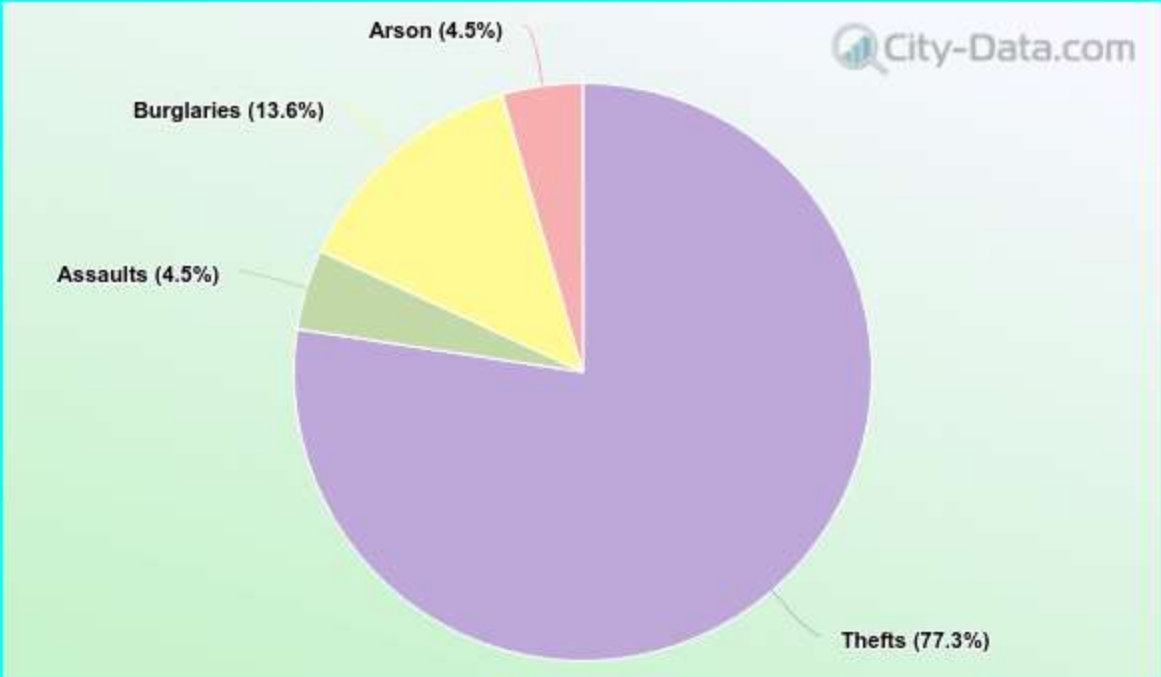
When developing a policy for the use of a new technology and social media, Richmond Police will encourage the community to participate in creating such policy.

#### GOAL 4

#### **CRIME REDUCTION**

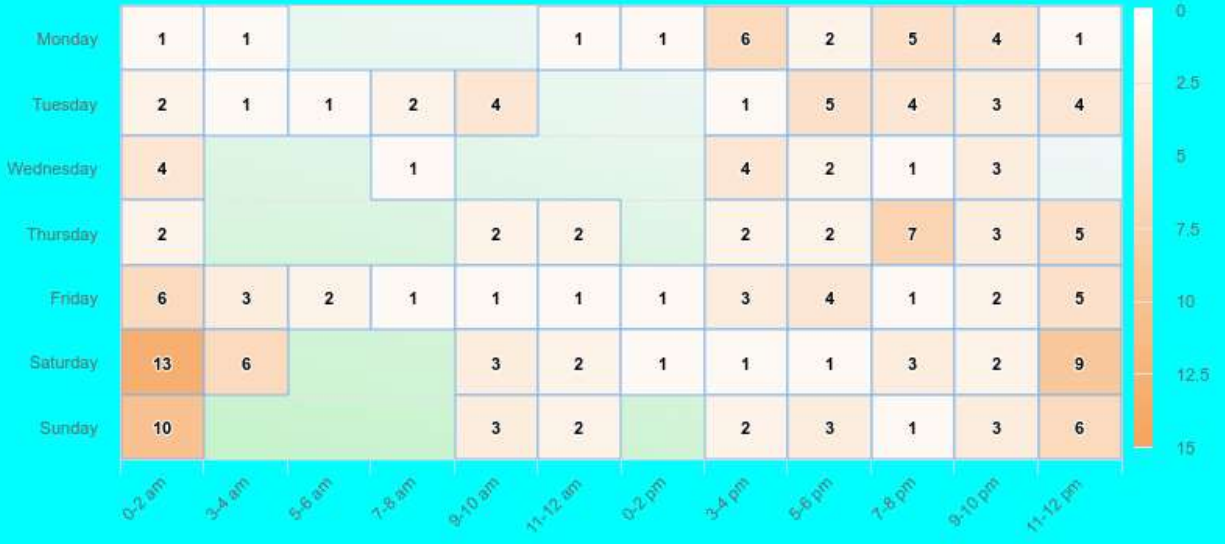
Crime in Richmond had been decreasing from 2012 and as of 2017 is 10.4% lower than the United States average. Violent crimes had a slight increase and property crimes had decreased.

### Crimes by type - 2017



### When are crimes committed in Richmond, VT?

(Crimes per weekday per hour based on 190 crime reports from years 1992 to 2017)



Using the data from 2017 and days and times we see that most crimes are committed during diminished light hours. With the implementation of the Community Policing Policy (CPP) plan

along with technology and social media, increasing quality of service and customer satisfaction, violent and property crimes will decrease. Trust and cooperation from the Richmond Police and community are the key elements to CPP. This plan combines a focus on intervention and prevention through problem solving using CPP, social services, Vermont Youth Project and other stakeholders Richmond has to offer.

Richmond's Community Policing Policy will change the way in which citizens respond to this department and how officers respond to call for service.

### **Change in Policing**

The role in policing across the United States has driven agencies to take a step back and look at policing in the 21 century. Leadership and supervision will need to adapt to become more transparent. Richmond police needs to develop a proactive approach and not wait for a crisis. Stay vigilant, pro active and maintain law and order while protecting life. Having more of a community engagement, along with a citizen's advisory board to develop strategies that will embrace our Community Policing philosophy. Implement real life training that will improve cultural diversity, Crisis intervention and Increase quality of service with customer satisfaction.

The Vermont Criminal Justice Training Council recommends Fair and Impartial Policing, Police Ethics, and Use of Force and Tactics training after the death of George Floyd. The Richmond Police will incorporate all recommended training that VCJTC has set forth to maintain professionalism and integrity.

Emphasis needs to focus on an atmosphere of diversity and inclusion by establishing and adjusting patrol shifts to be more reflective of the community we serve. Present crime statistics to local officials and work on deploying new strategies using new technology and resources.



## **Richmond Police Issues**

A letter was included on 07/13/2020 in the Select Board meeting documents, from Racial Equity Working Group to the Select Board and Town Manager. This letter was attempting to stall the hiring of a new Police Chief and more discussion regarding Richmond needs and priorities. This request also discussed retention, staffing and coordination. Having more open forum discussions to include all Town of Richmond departments and outside agencies and develop streamline services and aid.

In my Community Policing Policy (CPP) plan, I have discussed retention and hiring. Richmond needs to hire the best of the best and make all officers become part of the Richmond fabric. Addressing officer's issues, implementing policy change, constructive training and having supervisors become role models for younger officers will increase retention rate and enhance public safety. Newer officers require adequate equipment and training, but they also need the self-determination to make choices consistent with the Vision and Mission of Richmond Police.

As most law enforcement agencies know, budget is one of the greatest factors in officer retention. Officers who feel that their efforts are well reciprocated in their salary are more likely to stay. However, this issue is not always easily solved due to budget constraints. A trade-off that officers will feel satisfied with is greater benefits, and the options are always worth considering. As a supervisor within the Brunswick Police Department, I had the opportunity to hear firsthand from my subordinates what their preferences were for possible benefits, and I received a great deal of feedback. Options included: Increased sick/vacation days, take-home vehicles, college tuition assistance, increased law enforcement training opportunities, and incentives for educated and physically fit officers. The future of the Richmond Police recruiting and retention will be

those that seek out and embrace the next generations of officers, and will adjust their direction and practices to adapt to the changing dynamics of policing while incorporating the Vision and Mission.

Technology is a growing trend in law enforcement; Richmond Police needs to be part of the changing trend and will need to understand the pros and cons to make informed recommendations on what technologies we as a community should be investing in.

Taking steps to encourage community engagement will increase activity along with community participation. Communicate quickly and frequent during critical incidents. Develop a bond with news media and use social media. Use surveys online and door to door, using that information that will foster better dialogue.

### **Community Outreach Program**

Richmond partners with Howard Center. I believe that this service should continue and will serve the town admirably. For more than 150 years The Howard Center has been providing progressive, compassionate care and treatment to our citizens and supporting families. Having stakeholders invest in our community and having officers informed about service that can be provided will greatly reduce mental health and substance abuse issues.

We need to develop a working and detailed plan along with counseling and education that are consistent with Richmond's Vision and Mission that also shares the Howard Centers values.

## **School Resource Officer**

While maintaining the safety and health at local schools is extremely important and the first priority of the School Resource Officer, they are the eyes and ears for all other first responders. They are members of our law enforcement community, sworn to protect life and property. They are counselors, mentors and a positive role model for our children. They build relationships with students and are a resource to students, teachers, and administrators to help solve potential conflicts. Their job should not stop after school is dismissed; they need to engage with the community after hours. A well trained School Resource Officer will become an important role in creating a school community where students thrive and are prepared to meet the challenges of the 21<sup>st</sup> century while maintaining Richmond's Vision and Mission.

## **Calls for Service**

Staffing at the Richmond Police department using all four full time officers and three part time officers will be based on shift hours. Using a 12 hour schedule, one officer per 12 hour shift will leave all four full timers assigned to shifts. Using part time officers and adjust for high volume of calls will increase manpower during peak calls for service. Having a working relationship and partnership with local and state law enforcement will increase officer presence. The position of Chief can be used to cover sick and vacation time off.

Using part time officers during peak call volume will add to the flexibility for full time officers. Developing a part time schedule will provide better services and coverage.

### **Boosting Morale within the Richmond Police**

Motivating police officers is a task that only an effective leader can produce effective results. A leader who cares and maintains a high level of integrity, while maintaining order and justice to the community they serve. The morale will increase when the leader can produce results that the police officers will see and feel. You need to prove that they are safe, wanted, and their careers are just as important as the leader. As an effective leader, you will need to motivate the other command staff and they need to understand your vision and mission.

This can all be achieved from being involved with all members of the department, incorporating ideas that your subordinates submit and discussing them, not just listing and putting their ideas off to the side. Employees need a sense of ownership, a place that they feel that their ideas and values are considered important.

### **Future Development of Richmond Police**

Creating a narcotics and criminal investigation division will enhance the commitment to the citizens and local community. Having experience in narcotics short- and long-term investigation, developing a detailed plan and executing it, while still maintaining the Vision and Mission of Richmond community to decrease thefts, narcotics use and sales embracing Community Outreach and Community Policing Policy.