Brevard Police Department Organizational Assessment

BERRY DUNN REPORT OVERVIEW & IMPLEMENTATION UPDATE

Purpose of Needs Assessment Report

- Independent assessment of BPD organizational health
- Identify barriers to efficiency and effectiveness
- Provide “playbook” for improvement
- Based on surveys, interviews, and operational analysis

Findings & Recommendations - Top 5 Areas

- Leadership
- Communication
- Business Processes
- Operational Processes
- Job Satisfaction

Findings: Leadership

- Inconsistent Accountability (3.1)
- Centralized Decision-Making (3.2)
- Limited Supervisor Empowerment (3.3)
- Role Clarity issues (3.4)
- Chain of command breakdown (3.6)
- Trust concerns (3.7)

Changes: Leadership

- Defined expectations per rank & role
- Delegated responsibilities
- Departmental Restructuring
  - Clear primary duties for each job assignment
  - Clear "extracurricular" assignments per employee
- Reinforcement of Chain of Command
- One-on-One meetings
  - Visibility and accessibility
  - Consistent Presence

Findings: Communication

- Over-reliance on email (3.10)
- Limited direct interaction (3.10)
- Lack of follow-up (3.11)
- Employees feel unheard (3.11)
- Inconsistent communication during change (3.13)

Changes: Communication

- Supervisor / Staff / Policy meetings restored
  - Minutes sent out
- Increased engagement
  - Internally and externally
  - Intentional about opportunities to get staff feedback and buy-in
- In-person and email follow-up on all changes

Findings: Business Processes

- Inefficient policy rollout (3.12)
- Limited training as relates to policy (3.12)
- Poor communication of changes (3.13)
- Lack of meeting documentation (3.14)

Changes: Business Processes

- Significant changes to policy review & rollout
- Interactive training formats
  - In person / video / email
- In-person and email follow-up on all changes with explanations
- Meeting minutes sent out to all personnel

Findings: Operational Processes

- Limited event planning (3.15)
- Staffing shortages (3.16)
- Recruitment challenges (3.16)
- Top-heavy structure (3.17)

Changes: Operational Processes

- Designated event coordinator
  - Creating pre-event action plans
  - Post event debriefings
  - On-going collaboration with Planning & FD
- Increasing Recruitment Efforts
  - HR added bonus pays / increasing marketability
  - Targeted approach to recruitment / job fairs
  - Cadet program Restructuring of department
- Restructuring of department
  - Staffing realignment and shared purpose

Findings: Job Satisfaction

- Morale challenges (3.17 / 3.18)
- Trust Concerns (3.7)
- Strong employee commitment (3.18)

Changes: Job Satisfaction

- Leadership visibility
- Direct engagement with staff
- Culture rebuilding
  - Setting “BPD Standard” / Esprit de Corps
- Future focus on career development
  - Structured development plans
- Future focus on recognition and wellness

Moving Foward

- Completing contract with Berry Dunn
  - Focusing on 6- and 12-month strategic plan
- Complete policy modernization and received NC State Accreditation by March 2027
- Focus on accountability, expectations, mentoring and employee development, communication and morale
- Goal – high performing, high morale, professional department.