

A close-up, low-angle shot of a police car's roof and windshield. The car is white, and the blue and red emergency lights are mounted on top. The lights are flashing, creating a bright blue and red glow that radiates outwards, filling the background. The scene is set against a dark blue background.

THERE'S NO GOING BACK ...

**HOW LAW ENFORCEMENT IS
CHARTING A NEW COURSE FORWARD**

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The Challenges Before Us

There may never have been a more challenging time to be working in public safety. Since the outbreak of COVID-19 many law enforcement personnel have worked excessively long hours, often for several weeks in a row to keep our communities safe. Only months after the outbreak, outrage regarding cases of police brutality fueled the flames for civil unrest.

The climate that exists surrounding law enforcement hasn't diminished the protection and services these agencies as a whole provide to their communities. Civil unrest and calls for reform, combined with COVID-19 and the economic impact will change how law enforcement operate going forward. Looking backwards is not an option - there is no going back to "normal". Now, the focus is on how to adapt and become more resilient, effective, and efficient.

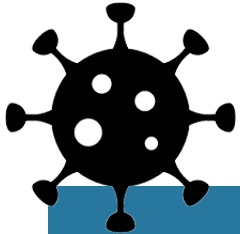
Law enforcement, community members and elected officials will collectively play a crucial role. Obtaining this level of transformation will require a willingness to listen and discuss cultural concerns along with the realities of policing. Communities taking this approach will be better able to identify meaningful solutions.



UNPRECEDENTED LAW ENFORCEMENT WORKFORCE CHALLENGES

- ◇ Establishing and applying rapid operational policy reforms
- ◇ Adjusting financially and operationally to defunding efforts
- ◇ Managing officer post-traumatic stress and liability
- ◇ Enforcing policies that mitigate risk for agencies and officers
- ◇ Hiring qualified recruits in a climate of volatility
- ◇ Maintaining staffing levels due to COVID vacancies
- ◇ Managing excessive overtime due to civil unrest and COVID
- ◇ Ensuring accurate pay for personnel back-filling other ranks
- ◇ Tracking COVID related cost for reimbursement justifications
- ◇ Adhering to COVID PPE policies and daily disinfection of operational equipment
- ◇ Ensuring officer safety from COVID virus exposures while keeping the public safe
- ◇ Providing new training procedures with decreased funding

There's No Going Back



COVID-19 CHANGES IN LAW ENFORCEMENT

- ◇ Reassignment of sworn and civilian personnel to ensure adequate staffing and patrol oversight
- ◇ Increased training for exposure control, use of PPE for virus protection and operational equipment sanitation
- ◇ Wearing full PPE (glasses, masks, gloved and gowns) when going into facilities for investigations
- ◇ Closed station lobbies with citizens calling or using online platforms to report crimes
- ◇ Officers responding to nonviolent incident complaints via telephone rather than in person
- ◇ Suspension of volunteer and most training programs
- ◇ Suspension of visits to inmates in jails and prisons
- ◇ Release of inmates early and no arrests for non-violent crimes to reduce jail populations



PROPOSED CHANGES IN POLICING OPERATIONS

- ◇ Increased workforce transparency and accountability
- ◇ Revised policies that enhance procedural justice
- ◇ Recruitment and hiring of officers that reflect the community they serve
- ◇ Improvements in police training and certification requirements
- ◇ Elimination of police cultures that prevent officers from holding each other accountable
- ◇ Increased focus on community policing with commitment from citizens and elected officials
- ◇ Officer requirements to wear body cameras and videos to be made available to the public
- ◇ Reallocation of funding away from police departments to other government agencies funded by local municipalities

Charting a New Course Forward



Law enforcement leaders already have difficult tasks balancing workforce compliance policies with complex scheduling, training, compensation and equipment processes. Now with COVID-19 and calls for policing reforms added to the mix, many agencies are looking back in order to chart a course forward.

In the future 'new normal', operational and administrative roles will merge. Funding will take center stage. Documentation and oversight tracking will be critical. Agencies using this time to monitor where their budget has been so they can plan and justify where it should be going will be ahead of the curve.

Are You Asking the Right Questions?

- ◇ How can we use analytics to see where our budget has been used and where it should be allocated going forward?
- ◇ What was the cost of allocating personnel and equipment for this year's COVID vacancies and civil unrest?
- ◇ How can we proactively plan for COVID vacancies?
- ◇ How can we justify our COVID reimbursement applications?
- ◇ What's the best way to manage the fluidity of our schedules?
- ◇ How can we ensure that our personnel are receiving the right training for their roles?
- ◇ How do we track compliance with new policy reforms?
- ◇ If we restructure, how can we consolidate certain job classes and their pay changes?

Technology Will Be Key.

While body-worn cameras, use of drones, and autonomous vehicles will become more essential, managing the law enforcement workforce from an operational and administrative perspective will be equally important.

Using manual, ad hoc processes augmented by spreadsheets simply won't cut it going forward. Relying on homegrown disparate systems or generic workforce management platforms will not provide timely information and will add cost to an increasing workload.

Law makers and communities will come together to generate policing reforms. These new policies will need to be socialized and enforced. As new training and certification programs will be required, they will need to be scheduled and tracked. As recruitments decline and COVID vacancies increase, new scheduling methodologies will need to be clarified. As personnel assume multiple roles, compensation calculations will need to be applied. And as 2021 tax bases drop, so will budget allocations.



How Will Technology Help?

Data-driven analytics that provides actionable insights will be critical – no matter if the data revolves around costs, personnel, schedules, training, or equipment. Having the ability to use one platform to manage the workforce both operationally and administratively will be incredibly valuable. Even more so, being able to use its own data or data consumed from other essential public safety platforms will bring a new level of understanding about workforce activities and costs. This is what the future will require -- and technology will be key.

Serving Those Who Serve

It is inevitable that there will be budget adjustments, policy changes and many new challenges. Let us help you navigate the path to the road ahead. At Orion, our mission is to serve those who serve.



Generate analytical insights regarding workforce operations and the related cost so that it can be shared with others on a regular basis.



View real-time labor tracking and job costing of community services at macro and micro levels.



Automate complex scheduling and payroll rules to reduce cost and ensure policy compliance.



Track operational equipment assignments and cost for personnel, units and work locations.



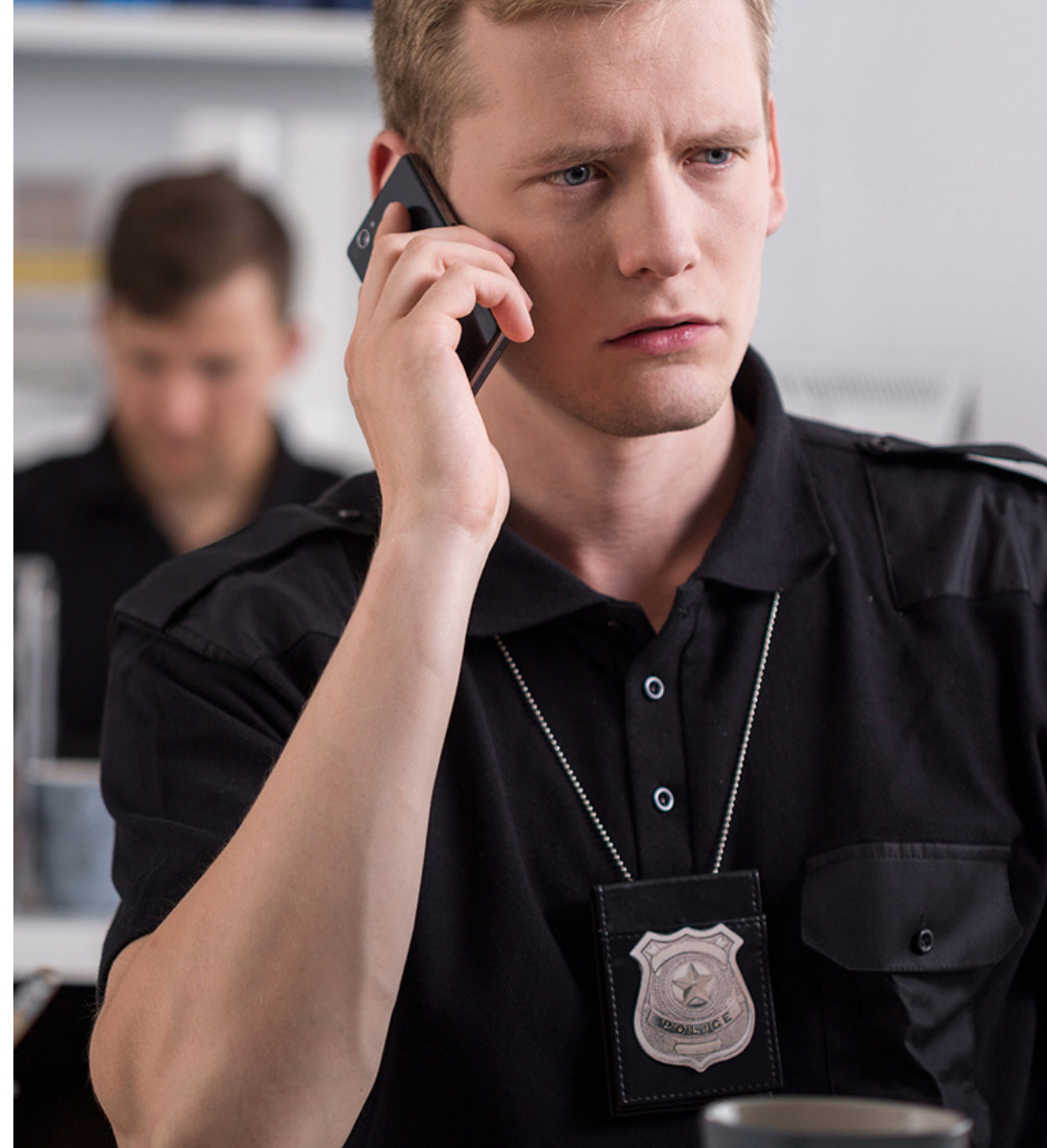
Ensure that the right persons, with the right skills are placed in the right assignments at the right time.



Keep field personnel connected with mobile technologies.



Continuously exchange workforce data with other public safety technologies for analytical insights and ongoing, scheduled reporting.



To learn more about Orion's public safety workforce management software and services, contact us today at 866-779-1689 or go to www.orioncom.com.



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