

April 2, 2007

Dear Mayor Canon and City Council Members,

The purpose of this letter is to tell you the concerns and opinions of the undersigned, which make up twelve of the thirteen members of the Midland Police Department Command Staff. It is in reference to the current state of our organization, and what we believe to be the condition of the City of Midland with respect to all city employees. This is a most serious matter. Please give it your immediate attention.

We write this letter with great hesitation, and only after much discussion and contemplation. We hesitate because we consider ourselves a team of professional and well educated administrators, and it goes totally against our nature to break the chain-of-command. Neither Chief Urby, Rick Menchaca, nor Tommy Hudson has any knowledge of this letter at the time of its mailing. We also hesitate because we fully believe that if this letter does not have the desired result, and we continue to work under the current administration, there will most certainly be retaliation, be it overt or subtle. We will ultimately pay a high price for doing what we know in our hearts is the right thing for the City and its employees.

Our problem is the dysfunctional condition that exists between the Midland Police Department and the city manager's office. The following statements we believe to be the truth based primarily on our personal observations, the culture that has developed in our organization in recent years, and to a lesser degree, on what other credible people report. The Command Staff of the Midland Police Department has **no confidence** in City Manager Rick Menchaca, Assistant City Manager Tommy Hudson, or their ability to effectively lead our organization. This has been true for a number of years. This is a result of approximately seven years of micro-management and behavior that is both belittling and berating of Chief John Urby, and his peers (other City department heads). Our lack of confidence is also founded on what we believe are the vindictive actions that result from a difference of opinion with the city manager.

When Rick Menchaca became city manager the Midland Police Department was a healthy organization. Our system of leadership and organizational development was not broken. Sadly, we now have a dysfunctional relationship with the city manager's office, much like that of a dysfunctional family who lives with domestic abuse. Midland Police Department has always put a high priority on quality leadership; we believe that training good people to be good leaders is the key to our future, and we have made a heavy investment in doing just that. We know good leadership when we see it; we also recognize dysfunctional leadership as well.