

POLICE ADMINISTRATION

Service Description

Police administration provides overall guidance, direction, and support to the operating divisions of the Eugene Police Department; ensures that department services and projects support City Council goals and strategic priorities and responds to community concerns; coordinates services to support the shared priorities of the executive management team; develops and provides information to operating divisions that affects department operations; and assists divisions in establishing and measuring the goals and objectives of the strategic plan. Administration staff provides financial services, payroll, strategic planning, and Council and citizen liaison.

Police Administration includes a total budget of \$907,536 with 7.81 FTE.

Historic Perspective

- 1889 Police force recognized as official City service.
- 1944 Council/City Manager form of government approved by Eugeneans.
- 1971 Eugene Police Employees Association first labor contract.
- 1985 9-1-1 operational on a county-wide basis.
- 1986 Public Safety department consolidation.
- 1986 Crime Action Task Force created.
- 1987 Public Safety Advisory Committee established.
- 1991 Adoption of *Long-Range Public Safety Plan*.
- 1994 Council Committee on Public Safety (CCPS) formed.
- 1995 Adoption of *Community Policing Strategic Plan*.
- 1995 State law mandated Regional Public Safety Coordinating Council (PSCC).
- 1997 Deconsolidation of the department of Public Safety into separate Police and Fire & Emergency Medical Services departments.
- 1997 Adoption of *Community Involved Policing Action Plan*.
- 1999 Formation of Eugene Police Commission.
- 2004 Final Report of Traffic Stop study, "Racial Profiling".
- 2004 International City/County Management Association and the Police Executive Research Forum (ICMA-PERF) hired by the City of Eugene to conduct an EPD management review.
- 2006 Police Auditor hired by City Council.

Citizen Involvement

The Police Commission serves in an advisory capacity to the Mayor and Council and the City Manager for policing issues and the periodic review of departmental policies and proposals. The Commission is also intended to improve two-way communications between the police and the community to reduce misunderstandings regarding the nature of adopted police policies, practices and approaches. The Budget Committee and the City Council review the entire annual Public Safety budget, including police administration.

The annual Community Survey provides statistically valid information on overall policy direction and satisfaction with the department staff's delivery of services.

large Community Policing Household Survey is conducted to gain more detailed and statistically valid information on police services and community perceptions of public safety and quality of life issues.

Customer Input

Police Administration staff receive feedback from Police employees through both formal methods, e.g., surveys, and informal methods such as employee meetings and e-mail. The City's Public Service Officer routes policy questions and comments to administration staff.

Mission

Police Administration contributes to the Eugene Police Department's mission: "To enhance the quality of life in our city by providing quality police services. We work in partnership with the community to promote safety and security, enforce laws, prevent crime, and safeguard the constitutional rights of all people."

Outcomes

- Executive leadership is provided to the department, coordinating its activities with the established goals, objectives, and priorities of the Mayor and Council, and the City's Executive Team.
- A comprehensive planning framework is provided to assist the department to establish a strategic plan and clear and accountable reporting mechanisms.
- The police department's service priorities, accomplishments, and challenges are communicated to the public.
- Policy guidance and oversight is provided to ensure that the Eugene Police Department meets all professional and employment standards, contractual agreements and legal responsibilities.
- The police department's resources are managed appropriately to provide police services to the public within the allocated budget authority.
- A liaison is provided and support is given to the Eugene Police Commission, facilitating its role as community policy advisor to the City of Eugene and EPD.

Operating Principles

- INTEGRITY-- We act consistently with our values and our Code of Ethics.
- HONESTY-- We are truthful in character and behavior.
- ACCOUNTABILITY-- We are answerable to the public and each other for our actions and take responsibility for them.
- TRUSTWORTHINESS-- We honor our word and keep our commitments.
- FAIRNESS-- Our actions and decisions are based on reason and law, equally applied to all.
- SERVICE-- We provide meaningful work for the betterment of our community.
- TEAMWORK-- We recognize we can accomplish more and achieve better results by working in groups to take advantage of our diverse skills, abilities, and perspectives.

- PROFESSIONALISM-- We understand the importance of individual excellence in our many roles and adhere to the standards and expectations of our profession.
- RESPECT-- We treat all persons with dignity and honor their rights under law.
- INNOVATION-- We are open to new ideas to improve the quality and productivity of our work.

Current Operating Environment

External Trends

Public Safety Resource Issues

Regionally, there are many, and severe, public safety resource issues that will require comprehensive intergovernmental and interagency cooperation to successfully address. Over the last 25 years, the Eugene Police Department (EPD) has experienced a large amount of change. As a result it is not clear that the Department is now appropriately staffed and organized to meet the law enforcement needs of Eugene. During the deep economic recession of the early 1980s, police staffing across Oregon was reduced dramatically. In Eugene, one-fifth of the sworn officers and all of the non-sworn Community Service Officer positions were cut from the budget. Subsequent tax limitation measures and rapid population growth has left Oregon, including Eugene, with far fewer police by any measure than most states and cities in America. Whether measured on a per capita, per crime, or per arrest basis, Eugene has fewer police than 80+ percent of the cities in America. Eugene's Index Crime rate (largely property crime), is also higher than 80 percent of cities in America, driven largely by property crime which makes up the bulk of the index.

Ineffective Communication Systems

Ongoing customer feedback is not gathered for many services. Most citizens do not participate in the existing public input processes. The City also has had limited success in communicating about its service systems so that the public understands the value received for the taxes and fees paid. Expanded use of the City's web portal for feedback on services and the use of the web and media to highlight services will be necessary to improve this situation.

Improvement Efforts

The Department has had long-term success in providing additional personal safety equipment, an effective vehicle fleet, and improved communications and automation equipment. The transition to digital radios is an example. The next generation of digital radio service is being developed to further address issues of interoperable communications with other emergency service providers. Terrorist events in the last few years have identified this as a critical need for law enforcement. Grant funding has been secured to develop a simulcast, trunking system in partnership with Lane County, Springfield and EWEB. Community growth has been factor in the design and implementation.

Internal Conditions

Staffing Issues

In late 2004, the International City/County Management Association and the Police Executive Research Forum (ICMA-PERF) were hired by the City of Eugene to conduct a management review of the EPD's law enforcement hiring and selection, supervision and internal affairs processes. The ICMA-PERF recommended the City "engage the services of a consultant skilled in workload and job-task analysis to determine if there are an adequate number of police personnel to accomplish the mission and objectives of the department and whether or not personnel are used as efficiently and effectively as possible." The Magellan Group was hired in 2006 to conduct the review which is expected to lead to a comprehensive staffing plan which will be phased in over several years.

Retaining a Diverse Workforce

The City's affirmative action goal is to develop an organization that reflects the Eugene community in racial and ethnic diversity and promotes inclusiveness and equality. The police department has had good success in recent years in achieving or exceeding the affirmative action goals. However, the employment tenure of employees from various social and ethnic backgrounds is too short. Department Administration staff must continue to develop strategies to improve retention of a diversified workforce.

Strategic Planning

The department adopted the strategic plan in December 2005. Prior to that, the police department had been without a current strategic plan for several years. The current strategic plan prioritizes several organizational initiatives to address department capacity, effectiveness, and accountability and sets new goals and objectives for each program area. The amount of planning and research work needed exceeds current capacity. As a result, some issues and opportunities for improvement remain unaddressed. Implementation of identified strategies is sometimes frustratingly slow. Only one major public policy initiative can be undertaken at a time, resulting in a backlog of important work.

Complaint-Handling

EPD complaint-handling policies and processes have been under substantial review and revision. In immediate response to the 2004 audit of 2003 cases, a number of interim changes were implemented July 1, 2004. The following year's audit of 2004 cases showed improvements, but major changes await the outcome of the new Independent Police Auditor and Civilian Review Board process presently under development.

Management Review and Improvements

In late 2004 the International City-County Management Association and Police Executive Research Forum (ICMA-PERF) were hired by the city of Eugene to conduct a management review of the Eugene Police Department's law enforcement hiring and selection, supervision and internal affairs processes. Many of ICMA-PERF's recommendations and advisories, particularly those related to management

practices and procedures, have already been implemented and are reported as “complete in concept.” This means that the action responding to the recommendation is already in force but not formalized in EPD’s policies and procedures. To ensure this formalization actually occurs and to assure EPD’s many other policies and procedures are similarly reviewed and modernized; EPD will undergo a professional accreditation process. As well, the City’s hiring and screening practices could benefit from a review of present systems and practices in place throughout the industry.

Law Enforcement Data Systems

Existing systems are archaic and fragmented. Expertise and responsibility for separate data systems is spread across several units. Substantial work can be required to develop useful and accurate data. This significantly hampers both research and planning and the direct utilization of data by line employees.

Facility Needs

The City of Eugene Police Headquarters has been located in the current City Hall since it opened in 1964. Today, these facilities provide no capacity for growth and are inadequate to support operations. The existing City Hall is an inadequate facility for public safety functions due to the high seismic risks inherent in the building’s design. Concerns about the building’s ability to withstand an earthquake were first documented in the City’s 1992 Facility Condition Report. A seismic evaluation prepared in 1995 indicated that even a moderate earthquake would likely destroy City Hall, rendering police personnel and their equipment incapable of providing needed emergency response.

Performance Measures

Core Processes

Forecast strategic issues & prepare policy and strategic options

- Number of quarterly reports of the status, activities and accomplishments of the department provided.
- The number of policies that are reviewed, adopted and implemented both as routine maintenance of professional standards and in response to emerging issues.
- Provide timely information and policy support for department employees arising out of appellate court decisions.
- Provide information and support for the analysis of legislative activities and assist with the implementation of legislative priorities.

Implement policy direction & manage department operations

- Percent of annual department work plan goals met or on schedule.

Manage budget and finances

- Percentage of expenditures that remain within authorized budget authority.

Total System

Effectiveness

- Percent of annual departmental performance measures met or on schedule.

Efficiency

- Department contracts, are maintained, including review and renewal by all established due dates.

Customer Satisfaction

- Define and improve measures of police employee job satisfaction.
- Information and supports to the Police Commission is provided by all established due dates.