

# Eugene Police Department First Year Strategic Plan

## Introduction

The City of Eugene, Oregon is currently in the process of selecting the next Chief of Police for the Eugene Police Department. The city has contracted the services of Strategic Government Resources (SGR) to assist in the recruitment and selection process. SGR and the City of Eugene leadership have demonstrated a strong commitment to an open and inclusive process that involves heavy community engagement. Through the combined efforts of SGR, the City of Eugene, and the citizens of Eugene, candidates will undergo comprehensive evaluation that is designed to provide a strong pool of candidates.

The First Year Strategic Plan is a document provided to Eugene leadership and community members to communicate the strategic direction for the Eugene Police Department during the first year of service. This strategic plan is submitted without the benefit of detailed information regarding the internal operation, culture, and needs assessment of the organization. Once hired by the City of Eugene, a more detailed analysis will commence and the strategic plan can be easily updated to reflect a more accurate roadmap for the Eugene Police Department.

## Executive Summary

In 2014, President Barak Obama signed an executive order establishing the Task Force on 21<sup>st</sup> Century Policing. The task force met throughout 2015 and ultimately delivered a document that outlined six main topic areas or “pillars” that law enforcement could use as areas for best practice. This First Year Strategic Plan will identify specific initiatives and focus areas as it pertains to the 21<sup>st</sup> Century Policing Report.

- Pillar One: Building Trust and Legitimacy
- Pillar Two: Policy and Oversight
- Pillar Three: Technology & Social Media
- Pillar Four: Community Policing & Crime Reduction
- Pillar Five: Training & Education
- Pillar Six: Officer Wellness & Safety

The Eugene Police Department’s mission is:

*In fulfillment of the public trust, the Eugene Police Department works in partnership with our community to promote safety and security, enforce laws, prevent crimes, and safeguard the constitutional rights of all people.*

The strategic direction and focus areas contained within this document are intended to identify areas for evaluation and improvement within the first 360 days of service. The overall long term direction of the police department will be more comprehensively addressed through a variety of stakeholder meetings

and closer evaluation of processes and procedures. The change in leadership provides a tremendous opportunity to answer the following questions as an organization:

Where are we?  
Where are we going?  
How are we going to get there?

Relational leadership is the key to success both internally as well as externally. This style of leadership is based on an inclusive and collaborative spirit that helps to identify gaps within the organization and strong engagement to find a path forward. With the 21<sup>st</sup> Century Policing Report and a relational style of leadership, I believe the Eugene Police Department should pursue the following strategic goals in the first year:

1. Balanced focus on understanding and fostering relationships both internally to the Eugene Police Department as well as becoming highly visible and available to the community and our external partners.
2. Review current practices regarding the complaint and commendation process in an effort to be responsive to community needs and the needs of staff.
3. Conduct an evidence and property room audit to ensure reliability and accountability.
4. Evaluate processes and practices for the selection of specialty assignments and promotions.
5. Conduct a comprehensive evaluation on internal processes to identify outdated paper laden workflows and implement technical and automated solutions that will improve efficiency.
6. Evaluate the way the organization communicates both departmental information as well as mission critical information. Implement strategies and technologies that get critical information to officers in a real-time fashion as well as communicate a consistent message to both sworn staff and professional staff.
7. Identify opportunities and strategies to better understand and value the role of professional staff as it pertains to the overall mission of the Eugene Police Department.
8. Fully integrate and understand the needs of our Public Safety Answering Point (911 Dispatch). Become familiar with the Computer Aided Dispatch strengths and weaknesses as well as the radio platform utilized for communications.
9. Immediately become involved in the City of Eugene budget process in an attempt to build toward the future for FY 2019.
10. Analysis of current performance evaluations and identify opportunities to incorporate professional development strategies for staff.
11. Identify Key Performance Indicators that help staff members better understand expectations. Ask the question “What does a successful day look like?”
12. Understand crime analysis capabilities and evaluate the use of crime data and trends as it pertains to the deployment of resources. Explore the concept of predictive analysis and the importance of providing real-time crime data to officers while in the field.

## Strategic Goals

**Balanced focus on understanding and fostering relationships both internally to the Eugene Police Department as well as becoming highly visible and available to the community and our external partners. [Pillar One: Building Trust and Legitimacy](#)**

EUGENE POLICE DEPARTMENT 1 YEAR STRATEGIC PLAN

Building strong relationships will be the cornerstone of success within the first year of service. It will be so important to immediately begin to understand the Eugene Police Department culture and engage employees in dialogue in an attempt to let them get to know me as a leader and for me to know them as professionals and individuals. It has been my experience that providing opportunities for staff members and workgroups to meet with me will allow much needed two way communication that helps me better understand staff and organizational needs. This time together is foundational to building a strong relationship of trust and respect. All staff have an important perspective that deserves to be heard. I enjoy the engagement and enjoy asking staff questions such as, “What are we doing that we do well?”, “What are we doing that’s not working?”, and “What aren’t we doing that we should be?” It would be my intent to offer meetings with staff who want to take advantage of some one on one time throughout the first several months of my employment.

The relationship with the community is an organizational effort that needs the full attention of the Chief of Police. Immediate identification of key community stakeholders and connection with these individuals or organizations needs to occur immediately. Fulfilling the mission of the Eugene Police Department is predicated on community engagement and participation. The support and advocacy we receive from our community partners is invaluable as we confront difficult societal problems and work to reduce crime in our neighborhoods. The first year of service will see not only ongoing connectivity to our key community partners but also several opportunities for connection with our neighborhoods and business owners. Events specifically tailored for community engagement will be scheduled so that I can hear from the community on what matters most to them.

Equally important is the focus that I would want to spend on building relationships with other city staff and departments. The Eugene Police Department is but one department that contributes to the overall mission and vision as set forth by the City of Eugene. Being a great partner to other city departments is essential and I look forward to being fully engaged with the City Manager’s Leadership Team.

**Review current practices regarding the complaint and commendation process in an effort to be responsive to community needs and the needs of staff. [Pillar Two: Policy and Oversight](#)**

Completing a complete review of the complaints and commendation processes are important to building a just and reliable organization. This not only familiarizes me with the process but it allows for a better understanding and working relationship with the Police Auditor and Citizen Review Board. It is my sincerest belief that accountability can occur while fostering a supportive and encouraging environment within any organization.

**Conduct an evidence and property room audit to ensure reliability and accountability. [Pillar One: Building Trust and Legitimacy](#), [Pillar Two: Policy and Oversight](#)**

It has been my experience that one of the higher liability areas for police departments is the property and evidence room. Recently the Eugene Police Department went through a complete audit of their Evidence Control Unit. Under new leadership it will be important to again validate that audit and possibly conduct a spot audit of the highest liability items such as guns, controlled substances, and money.

**Evaluate processes and practices for the selection of specialty assignments and promotions. [Pillar Five: Training & Education](#)**

Within any organization, processes that are seen as fair and objective foster a culture of trust and confidence in leadership. As members of the Eugene Police Department attempt to fulfill their professional goals, I want to make sure that the processes for selection are clearly understood and provide opportunity for union leadership to have input on the mechanics of the process. In addition, I will explore the feasibility of implementing a selection process that allows for the top 3 candidates regardless of score to be considered. It has been my experience that a combination of performance, experience, and fit often produces the best chances for organizational success.

**Conduct a comprehensive evaluation on internal processes to identify outdated paper laden workflows and implement technical and automated solutions that will improve efficiency. [Pillar Three: Technology & Social Media](#), [Pillar Four: Community Policing & Crime Reduction](#)**

Process improvement is essential for any organization to be successful. Whether private or public sector, there are ways we can improve workflows and free up time to dedicate to mission critical activities. The Eugene Police Department is experiencing a staffing crisis and has seen a rise in calls for service and response times. The ability to take a Six Sigma approach to process improvement can help streamline those important workflows and keep officers in our neighborhoods and not burdened with unnecessary administrative tasks.

**Evaluate the way the organization communicates both departmental information as well as mission critical information. Implement strategies and technologies that get critical information to officers in a real-time fashion as well as communicate a consistent message to both sworn staff and professional staff. [Pillar Three: Technology & Social Media](#), [Pillar Four: Community Policing & Crime Reduction](#)**

Communication is one of the most important yet difficult aspects of any policing agency. Good communication between workgroups can foster a healthy flow of information and in many cases can enhance officer safety in the field. Organizational communication, when done correctly, can foster a sense of belonging and trust within the organization. Consistent messaging is critical to morale and will be an important aspect of the first year as a new chief. Email communication is traditionally used for both mission critical information as well as organizational updates. Technology may provide a different approach to communication through such platforms as SharePoint and One Note. The ability to have access to information regardless of location will be important to departmental efficiency and effectiveness.

**Identify opportunities and strategies to better understand and value the role of professional staff as it pertains to the overall mission of the Eugene Police Department. [Pillar Six: Officer Wellness & Safety](#)**

In most policing organizations, the focus is on the sworn members of the police department. While I agree that the women and men wearing the uniform are seen as the backbone of the organization, the professional staff, including our emergency communicators, play a key role in fulfilling the mission. During the first year I will pay close attention to the culture surrounding the perception of professional staff and find opportunities to bring that group a sense of relevance and appreciation.

**Fully integrate and understand the needs of our Public Safety Answering Point (911 Dispatch). Become familiar with the Computer Aided Dispatch strengths and weaknesses as well as the radio platform utilized for communications. [Pillar Two: Policy & Oversight](#)**

I have a strong background in 911 dispatch and will want to fully understand the challenges our emergency communicators face. I will want to get familiar with the current platforms that are being utilized for Computer Aided Dispatch (CAD), Next Gen 911, and radio communications (800 MHz, VHF). Asset management and the lifecycle of these mission critical platforms should be addressed as we prepare for the future.

**Immediately become involved in the City of Eugene budget process in an attempt to build toward the future for FY 2019. [Pillar One: Building Trust and Legitimacy](#)**

Each year we will engage in a strategic planning session that will drive our budget recommendations. The City of Eugene has a budget process and my hope is that there is opportunity to immediately engage in that process for the FY 2019.

**Analysis of current performance evaluations and identify opportunities to incorporate professional development strategies for staff. [Pillar Five Training & Education](#)**

Really good and effective performance evaluations are difficult to master. The ability to evaluate an employee's performance is not only important to the organization but also important to the employee. It has been my experience that employees want to know what it takes to be successful and welcome levels of accountability in an effort to help them improve. The first year it will be important to review the process around employee performance and develop a mechanism that is objective and communicative to the supervisors and employees. An important aspect of performance evaluation process is the opportunity to provide for professional development. Building a strong document that set a clear path forward for attaining professional goals helps the performance evaluation become a roadmap for success. It also allows key individuals within the organization to plan for the future and can be very important to succession planning.

**Identify Key Performance Indicators that help staff members better understand expectations. Ask the question "What does a successful day look like?" [Pillar Four: Community Policing & Crime Reduction](#)**

Key performance indicators (KPI) can be a component to a good performance evaluation. Putting forth our best effort is often captured with statistical data. The key is a strong body of work over a longer period of time that tells the story of how each staff member has made a difference and contributed to the overall mission. KPI can capture traditional policing efforts but more importantly we can build mechanisms to capture community policing efforts as well.

**Understand crime analysis capabilities and evaluate the use of crime data and trends as it pertains to the deployment of resources. Explore the concept of predictive analysis and the importance of providing real-time crime data to officers while in the field. [Pillar Three: Technology & Social Media](#), [Pillar Four: Community Policing & Crime Reduction](#)**

Data led policing practices are important to the proper deployment of resources. Officers need the accurate real-time information in the field to properly respond to crime trends and in some cases prevent the commission of crime. Evaluation of how data is collected and analyzed will better determine how crime analysts can provide useful information to officers and investigators. Access to this information should be available to staff in the field and should provide dashboard views that are intuitive.