



ROCKFORD POLICE DEPARTMENT



STRATEGIC PLAN

2012 - 2014

Letter from Chief of Police, Chet Epperson	3
Vision, Mission, Core Values Statements	4
Strategic Planning Paradigm	5
SWOT Analysis	6
Strategic Focus Areas Identified	7
Focus Area 1 – Enhance Community Partnerships	8
Focus Area 2 – Employ, engage, and retain staff	10
Focus Area 3 - Develop an atmosphere of trust	12
Focus Area 4 – Improve and maintain technology	14
Projected Population Trends	16
Projected Personnel	18
Projected Workload	19
Anticipated Capital Improvements & Equipment Needs	20
Review and Evaluation	21
Conclusion	22
Appendix A – SWOT Analysis	24

Chet Epperson
Chief of Police

It is with a strong sense of accomplishment that I present to you the Rockford Police Department's 2012 – 2014 Strategic Plan. This work will help guide our agency, personnel, and overall City and ensure our Department's best years lay ahead.

The Rockford Police Department embraces change and with change comes the need to plan. It is due to this need we created a multi-year strategic plan by engaging a diverse committee made up of internal personnel from various ranks and disciplines.

Our strategic plan exemplifies a commitment to excellence and a strong desire for enhanced police-community interactions. The Strategic Planning Committee met for several months and identified four key focus areas: Enhance Community Partnerships; Employ, Engage, and Retain Staff; Develop an Atmosphere of Trust; Improve and Maintain Technology. These four pillars of the Strategic Plan will enhance our overall police operations, create trust within our organization and effectively deliver police services to our community. Additionally, the Strategic Plan is aligned with our current community policing partnerships with other law enforcement and community members.

Sustaining our current work force is vital to the success of our organization that new leaders be developed and nurtured with the values of integrity and professionalism. Many of our strategies are designed to encourage professional development while increasing participation in the communities we serve.

I believe the future holds great promise for our Department, its stakeholders and the men and women who bravely serve it. I look forward to the great accomplishments that surely lay ahead!

VISION STATEMENT

A City free from crime and public disorder

MISSION STATEMENT

The members of the Rockford Police Department are committed to reducing crime and enhancing the quality of life through an active partnership with our community.

CORE VALUES

INTEGRITY

We are committed to be ethical, honest, and sincere in all relationships.

RESPECT

We serve our citizens and team members in an open, courteous, and respectful manner.

SERVICE

We are dedicated, responsive, and accountable to each other and the community we serve. Service is exemplified through innovative teamwork aimed at problem-solving, creativity, and community-policing initiatives such as district policing.

PROFESSIONALISM

We ensure the proper, lawful, and unbiased application of police powers.

COURAGE

We recognize the dangers inherent in our profession and are willing to place the safety of others above that of our own. We readily confront all challenges with the mindset of never giving up.

Strategic-Planning Paradigm

The Rockford Police Department embraces change and with change comes the need to plan. It is due to this need we created a multi-year strategic plan by engaging a diverse committee made up of internal personnel from various ranks and disciplines. The following members were part of the strategic planning committee:

- ❖ Deputy Chief Lori Sweeney - Administration
- ❖ Sergeant Patrick Hoey – Community Services Unit
- ❖ Sergeant Michael Holman – Patrol (afternoons)
- ❖ Sergeant Doug Pann – Patrol (days)
- ❖ Investigator Ben Boeke – Traffic Division
- ❖ Investigator Shalene Eagleson – Youth/Sex Crimes Unit
- ❖ Investigator Duane Hackbarth – Burglary Unit
- ❖ Investigator Randall Peraza – Gang Unit
- ❖ Investigator Marc Posely – Gang Unit
- ❖ Officer Spencer Berke – M3 Streets Team (afternoons)
- ❖ Officer Eric McLain – M3 Streets Team (nights)
- ❖ Officer Tim Speltz – M3 Streets Team (days)
- ❖ Officer Sean Welsh – Patrol (afternoons)
- ❖ Supervisor Roger Ratze – Records Center Division
- ❖ Don Williams – Facilitator

By definition, strategic planning is the process of developing and maintaining a strategic fit between the organization's goals and the changing social landscape. This plan was designed to be a global outline, predisposed towards action, allowing the Chief of Police to have oversight of implementation. The responsibility of implementation rests on the shoulders of all internal personnel, using available resources to achieve the goals outlined in this plan. The strategic plan is a dynamic process that focuses on leadership concerns beyond routine police roles.



The Rockford Police Department developed its first strategic plan with input from throughout the entire agency in 2011. Implementation of this plan will be ongoing and will be revised as needed. Input from internal personnel both sworn and non-sworn, as well as identified community stakeholders will be requested. This will allow for a more inclusive review and a better focus on the direction of the Department.

Four strategic focus areas have been identified as well as goals to pursue for the next several years that best exemplify the Department's Vision, Mission and Core Values. The four strategic focus areas were identified through using a SWOT analysis. A SWOT analysis looks at internal Strengths and Weaknesses as well as external Opportunities and Threats.

A SWOT analysis is a tool for auditing an organization and its environment. It is a useful technique for understanding the organization's strengths and weaknesses, and for identifying both the opportunities open to us and the threats we face. It is an important first step of any strategic planning process. It is through the SWOT analysis that the committee determined what to focus on as key issues. A SWOT analysis was conducted by committee members to best identify our strengths, weaknesses, opportunities and threats. The committee's SWOT analysis is attached to the report; see appendix A.

The four strategic focus areas identified are:

- Enhance community partnerships
- Employ, engage, and retain staff
- Develop an atmosphere of trust
- Improve and maintain technology

The strategic focus areas are supported by goals, strategies, and action plans.

- ❖ **Goals** – Specific information to achieve the strategic direction. It sets specific, measurable targets for each goal. The objectives may change over time.
- ❖ **Strategy** – Specific activities to accomplish the stated objectives. It breaks down the objectives into specific components.
- ❖ **Action Plan** – Specific details of how the strategies will be implemented through day-to-day actions. Assigns responsibility, coordinates efforts, and monitors results.

This plan is guided by the Rockford Police Department's Vision, Mission and Core Values. It is designed to reflect the interests of the well-being of the community. The strategic directions are intended to be global in context and adaptable to all areas and functions of the Rockford Police Department. Specific work plans will be developed and adapted by each specific Bureau, Division, Unit, or Section assigned as an owner.

The strategic plan is, by design, a fluid document. Semi-annual review of work plans by each owner is vital to ensure the success of the strategic plan as a whole. Owners will report a review of their work plans and, if needed, a reevaluation of their strategies. We will hold all owners accountable for the achievements in the overall plan.

Strategic Focus Area 1: Enhance Community Partnerships

We commit to reducing crime and enhancing the quality of life through an active partnership with our community and fellow criminal justice members. Improving the quality of life and reducing the fear of crime for our citizens is vital to the success of our mission. We strongly encourage the development of partnerships with all persons within our community.

Goal 1: Improve quality of life and reduce fear of crime for all citizens as measured by an annual survey. A baseline survey will be prepared, conducted, and interpreted by January 31, 2013.

- Strategy 1:1.1 *DUE: DECEMBER 31, 2012*
Define and support stakeholders throughout the City. Stakeholders are defined and supported through partnering for special events and the sharing of information.
Sponsor: Community Services Unit

- Strategy 1:1.2 *DUE: DECEMBER 31, 2012*
Provide department liaison for ethnic and diverse community members. We understand that there are cultural differences that can most effectively be addressed through liaisons with community members.
Sponsor: Community Services Unit

**COMMUNITY
PARTNERSHIPS**
BUILDING STRONGER NEIGHBORHOODS
TOGETHER, WE CAN MAKE IT BETTER



EXCELLENCE IN SERVICES

Goal 2: Optimize community-policing methods.

- Strategy 1:2.1 *DUE: JANUARY 13, 2013*
Implement the Pilot Police District plan.
Sponsors: Chief of Police and the PPD Task Team

- Strategy 1:2.2 *DUE: JANUARY 1, 2013*
Implement a Public Information Officer (PIO).
Sponsor: Chief of Police

Goal 3: Develop and maintain partnerships within the criminal justice arena.

- Strategy 1:3.1 *DUE: DECEMBER 31, 2012*
Define and support stakeholders within the criminal justice field. The extinguishment of crime requires more than merely police enforcement. It requires partnerships with multiple criminal justice entities.
Sponsor: Investigative Services

- Strategy 1:3.2 *DUE: APRIL 1, 2013*
Develop an atmosphere of sharing information by holding quarterly meetings beginning no later than two weeks of completing the first quarter of 2013.
Sponsor: Investigative Services

Strategic Focus Area 2: Employ, engage, and retain staff

We commit to employ, engage, and retain a highly skilled, trained, motivated and professional police force whose members are committed to serving the community. We will look to create opportunities to partner and learn from one another within the organization. It is imperative to develop and coach our employees through a career-development initiative. It is essential to our members to cultivate an environment in which employees feel empowered and are recognized for their contributions.

Goal 1: Design and implement a career path for our personnel which will be inclusive of coaching, mentoring, and professional development.

- Strategy 2:1.1 *DUE: JANUARY 1, 2013*
Create a training and development matrix for each position within the Department.
Sponsor: Training Unit

- Strategy 2:1.2 *DUE: JANUARY 31, 2014*
Define requirements and means of assessing for career advancements, such as promotion to investigator, sergeant and so forth.
Sponsor: Administrative Services

- Strategy 2:1.3 *DUE: JANUARY 1, 2013*
Investigate means of growth within a rank in lieu of becoming a supervisor.
Sponsor: Command Staff

- Strategy 2:1.4 *DUE: FEBRUARY 1, 2013*
Identify and train department mentors.
Sponsors: Chief of Police

- Strategy 2:1.5 *DUE: NOVEMBER 1, 2012*
Evaluate and expand the field-training program for all ranks
Sponsor: Training Unit

Goal 2: Develop an effective evaluation system which encompasses
Community-policing strategies

- Strategy 2:2.1 *DUE: DECEMBER 1, 2012*
Cultivate the Department's community-policing philosophy through a clearly defined theory as it relates to our members.
Sponsor: Field Services

- Strategy 2:2.2 *DUE: JULY 1, 2013*
Communicate our Department's community policing philosophy effectively through training for all members.
Sponsor: Training Unit

- Strategy 2:2.3 *DUE: AUGUST 1, 2013*
Measure community-policing effectiveness through personnel evaluations and community surveys.
Sponsor: Administrative Services

- Strategy 2:2.4
Evaluate and revise the current evaluation process. Engage a committee to review our current process by November 1, 2012. The committee will review the numerous types of performance appraisal, submitting a recommendation on best type of review process for our Department by March 1, 2013.
Sponsor: Administrative Services

Upon the recommendation, create subcommittees from each discipline to define what to measure and how it will be measured by June 1, 2013.
Sponsor: Administrative Services

Train and execute the newly created evaluation system to all members by January 1, 2014.
Sponsor: Training Unit

Strategic Focus Area 3: Develop an atmosphere of trust

We commit to develop and maintain an atmosphere of trust. Engaging in community policing and problem-solving techniques will require us to establish and maintain an environment that fosters and embraces creative thinking. It is understood that by embracing creative thinking and empowering our officers, reasonable risks will be taken and potential mistakes may be made. It is critical to our success to provide an environment that encourages creative thinking and open communication through constructive input throughout the Department. Effective and open communication is indispensable in the formation of a trusting relationship.

Goal 1: Foster an organizational cultural change.

- Strategy 3:1.1 *DUE: JANUARY 15, 2013*
Determine the current culture through an internal survey. A baseline survey will be prepared, conducted and interpreted by January 15, 2013 and an annual survey conducted thereafter.
Sponsor: Chief of Police

- Strategy 3:1.2 *DUE: JANUARY 1, 2013*
Create an Officers Advisory Council; defining terms of assignments, goals, and objectives.
Sponsor: Chief of Police

- Strategy 3:1.3
Utilize the Pilot Police District as catalyst to cultural change.
Sponsor: PPD Task Team

Goal 2: Improve the use and understanding of the Use of Force (*Response to Resistance) Investigations.

- Strategy 3:2.1 *DUE: DECEMBER 1, 2012*
Provide training for all ranks.
Sponsor: Training Unit

- Strategy 3:2.2 *DUE: MARCH 1, 2013*
Use of Force expert training provided to supervisors and field training officers through a designated Use of Force (Response to Resistance) Coordinator.
Sponsor: Training Unit

*Current term is Use of Force; potential new terminology could be Response to Resistance.

Goal 3: Improve the use and understanding of Early Warning System (EWS) (*Early Intervention System "EIS") through effective training throughout the department.

- Strategy 3:3.1
Consistent applications of new General Orders as revised by the task team.
Sponsor: Policy Review Task Team

- Strategy 3:3.2 *DUE: DECEMBER 1, 2012*
Encourage the understanding of why and how information is obtained and used in the Early Warning System (Early Intervention System).
Sponsor: Office of Professional Standards

- Strategy 3:3.3 *DUE: DECEMBER 1, 2012*
Train all members on how complaints/informal inquiries are conducted and used.
Sponsor: Office of Professional Standards

*Current term is Early Warning System; potential new terminology could be Early Intervention System.

Strategic Focus Area 4: Improve and maintain technology

We commit to maintain and improve technology in efforts to remain an efficient and effective organization. It is vital to give our officers every tool available to gain criminal intelligence and to be efficient. Technology, as it relates to our citizens, is a tool to help make us a more transparent and successful organization. Maintaining current technology is as important as adding new technology. It is of the utmost importance to utilize the technology to its fullest potential.

Goal 1: Optimize the use of technological resources to improve daily operations.

- Strategy 4:1.1 *DUE: OCTOBER 31, 2012*
Document the current technology and necessary maintenance to use as a baseline for budgeting and improvements.
Sponsor: Information Technology Unit
- Strategy 4:1.2
Maintain consistent hardware and software throughout the department.
Sponsor: Information Technology Unit
- Strategy 4:1.3 *DUE: AUGUST 1, 2013*
Establish and implement a use-of-technology training program.
Sponsor: Administrative Services
- Strategy 4:1.4
Pursue grant funding for updating and maintaining existing technology through the effective use of an oversight committee.
Sponsor: Administrative Services

Goal 2: Implement a system to manage the technology-related projects to assure timely implementation of priority improvements.

- Strategy 4:2.1 *DUE: APRIL 1, 2013*
Develop a procedure for approving projects including cost/benefit analysis by implementing an oversight committee.
Sponsor: Administrative Services

- Strategy 4:2.2 *DUE: DECEMBER 1, 2013*
Evaluate the staffing needs for the Department's information technology section through a workload analysis.
Sponsor: Administrative Services

- Strategy 4:2.3
Explore the possible use of interns and volunteers to assist with projects
Sponsor: Information Technology Unit

Workload Assessment

The anticipated workload assessment is completed on a triennial basis and will be completed in the near future. The most recent crime and violence statistical data available at the time of this writing is from 2009. The data shows that the City of Rockford had a higher overall crime rate than the rest of the state for crime index offenses. In fact, the total crime index offenses per 100,000 population for Rockford is one hundred and three percent (103.71%) higher than the State of Illinois average. The State of Illinois crime rate is nearly thirty-three percent (32.99%), whereas as the City of Rockford is just over sixty-seven percent (67.22%). As anticipate workloads are assessed it is essential that crime and violence statistical data and crime analysis projections be taken into consideration.

At this time, population information from the 2000 census will be utilized. It should be noted, however, that the City of Rockford has experienced a slow but steady growth in population.

Projected Population Trends:

Population by Years:

- 1980 139,712
- 1990 139,426
- 2000 150,115
- 2010 152,871

Population by Age:

- Under 5 years 11,620
- 5 to 9 years 11,313
- 10 to 14 years 10,938
- 15 to 19 years 10,138
- 20 to 24 years 9,834
- 25 to 34 years 22,414
- 35 to 55 years 22,200
- 45 to 54 years 18,717
- 55 to 59 years 6,637
- 60 to 64 years 5,195
- 65 to 74 years 9,993
- 75 to 84 years 8,035
- 85 years and over 3,081

Total Population 150,115

Miscellaneous Housing Characteristics/Household Incomes (2000 Census)

		Families			
				Female	
			Married-	householder,	
			couple	no husband	Nonfamily
	Households	Total	families	present	households
NUMBER					
Total	59,114	37,651	26,489	8,459	21,463
Less than \$10,000	6,352	2,554	578	1,726	4,071
\$10,000 to \$14,999	4,221	1,725	511	1,049	2,655
\$15,000 to \$19,999	4,104	1,950	810	949	2,187
\$20,000 to \$24,999	4,225	2,329	1,296	865	1,994
\$25,000 to \$29,999	4,405	2,479	1,383	821	2,079
\$30,000 to \$34,999	3,939	2,558	1,671	659	1,431
\$35,000 to \$39,999	3,906	2,488	1,724	488	1,374
\$40,000 to \$44,999	3,811	2,521	1,899	393	1,261
\$45,000 to \$49,999	2,855	2,091	1,568	314	759
\$50,000 to \$59,999	5,479	3,926	3,227	448	1,373
\$60,000 to \$74,999	5,638	4,389	3,804	358	1,062
\$75,000 to \$99,999	5,051	4,283	3,859	257	600
\$100,000 to \$124,999	2,273	1,840	1,753	66	346
\$125,000 to \$149,999	914	761	719	26	123
\$150,000 to \$199,999	893	830	802	22	37
\$200,000 or more	1,048	927	885	18	111
Median income (dollars)	37,667	45,465	55,592	22,233	24,511

Projected Personnel:

Rockford Police has a current authorized sworn strength of 285. Personnel projections are based on trending patterns from the previous years. The areas analyzed for these projections are Sworn and Civilian staffing. Sworn staffing includes Patrol Officer, Investigator, Sergeant, Lieutenant, Deputy Chief, and Chief. Civilian staffing includes administration, records, citizen reporting unit, and evidence. These areas represent the most substantial demands on the Police Department resources and personnel. Personnel are deployed to be effective and efficient in accomplishing our police mission.

Personnel Categories

- Sworn Staffing – Sworn personnel including the rank of Patrol Officer, Investigator, Sergeant, Lieutenant, Deputy Chief, and Chief.
- Civilian Staffing – All personnel supporting the Police Department functions and supporting Sworn Staffing. Includes administrative assistants, records technicians, records supervisor, fiscal service personnel, analysts, information services, and data entry operators.

For purposes of trending this data, the years 2007 – 2011 were reviewed. In 2009, a recession caused a large reduction of force of 21 sworn officer positions. This caused an internal reorganization and limitation of police services. Another consideration is that currently the Collective Bargaining Agreement and Management will have to be negotiated to alter staffing.

Projected workload

Workload projections are based on trending patterns from the previous years. The areas analyzed for these projections are Select Calls for Service (CFS), Group A Offenses, Arrests and Auto Accidents. These areas represent the most substantial demands on the Police Department resources and personnel. These categories have the most significant impact in determining how resources and personnel are deployed to be effective and efficient in accomplishing our police mission.

Workload Categories

- Select Calls for Service (CFS) – Total calls dispatched for police services that also include self-initiated activity.
- Group A Offenses – Twenty-two crime categories made up of 46 offenses considered to be the most serious. It maybe a crime against person, property or society. Offenses include all major crime categories including (but not limited to) Homicide, Rape, Robbery, Aggravated & Simple Assault, Burglary, Theft, Arson, Drug Offenses, Weapons Offenses, etc.
- Arrests – All arrests are counts of the number of people arrested for any offense, both adult and juvenile. Arrests may be custodial, citation, or any disposition of arrest.
- Auto Accidents – All reported auto accidents submitted via MCR.

For purposes of trending this data, the years 2007 – 2011 were reviewed. In 2009, a recession caused a large reduction of force of 21 sworn officer positions. This caused an internal reorganization and limitation of police services. Auto accidents have experienced a reduction over said years.

Projected Workload

<u>Year</u>	<u>CFS</u>	<u>Group A Offenses</u>	<u>Arrests</u>	<u>Auto Accidents</u>
2012	109,263	19,947	11,612	5,021
2013	106,144	18,207	10,594	4,678
2014	103,025	16,468	9,575	4,335

Anticipated Capital Improvements and Equipment Needs

Each year, command staff meets and compiles a list of capital equipment they deem necessary to effectively run their operations for the upcoming fiscal year. As part of the capital improvement plan we discuss long-term plans to cover the next several years.

Some of the anticipated needs that have been identified are as follows:

Field Services and Investigative Services: Replace, equip and deploy a new fleet of patrol vehicles. Our Department has had limited upgrades to our fleet due to budgetary issues. All new vehicles purchased over the last three years were from grant funding. The City is currently working with an outside entity on the potential of leasing vehicles.

Specialized Units: SWAT Personnel will need equipment enhancement. They also require several new vehicles. Our mobile Command Unit needs continuous upgrades and service, including technology.

Technology: Maintain current computer and software and recognize the need to replace existing and obsolete equipment. We recently received a grant to upgrade our vehicle Mobile Data Terminals ("MDTs"). Most of our other computers have not been upgraded for over five years. Technology is a critical area for our Department. The Strategic Planning Committee made technology one of main focus areas.

Weapons: Our current handguns are nearing the end of our lease agreement. We leased firearms for the first time five years ago to spread the cost of the upgrade over several years and have found this initiative to be successful.

Building: The PSB is a joint building owned, operated, and shared between the Winnebago County Sheriff's Department and the Rockford Police Department. The County will fully evacuate the building in the near future. As we move towards geographical policing decisions will need to be made regarding our facilities, with emphasis on location(s).

Review and Evaluation

The process for developing and implementing the strategic plan will necessitate the need for innovation and resourcefulness. The strategic plan requires continuous examination, critique, adaptation, refinement, and reevaluation. It is through these steps that we ensure that the plan is constantly evolving and changing to reflect the Department.

As defined throughout the document, measurements for each strategy give the owners a gauge for their progress. The strategies are guidelines to achieve the goals which are designed to address the strategic focus areas. No plan can be successful without a well-designed process for monitoring and evaluation. To that end, the methods of several policing philosophies and management theories are integrated to ensure optimum results.

Sponsors are held accountable by the Chief of Police with the assistance of an oversight committee for each component they are assigned. Semi-annual updates in the Strategic Plan Progress Report will function as the quality-control aspect of the plan, and allow for an exchange of ideas on what is and is not successful.

With teamwork and collaboration between the police and citizens, the goals of this plan will surely be achieved.



Conclusion

The Commission on Accreditation for Law Enforcement Agencies (CALEA) requires law enforcement agencies to create and maintain a current, multi-year plan, which includes goals, anticipated workload, population trends, anticipated personnel levels, equipment needs, and a provision for review and revision of the plan as needed.

Due to the financial crisis the City has faced for the past several years, the Committee focused on using all of our current resources. It was within the confines of these financial constraints that the Strategic Planning Committee completed this task.

Appendix A

Team's SWOT Analysis

Strengths

- *Quality of Employees*
 - *Education level*
 - *Experience*
 - *Dedicated*
 - *Specialists*
 - *Knowledgeable trainers*
- *Technology*
 - *Records management*
 - *Computers*
 - *Software*
 - *Radios*
- *Community oriented mission*
 - *Special units (M3, Community Services)*
 - *Crime analysts/analysis capabilities*
 - *Grant writer*
- *Communication with public*
 - *Reverse 911*
 - *Crime mapping*
 - *Neighborhood groups*
 - *Citizens' police academy*
 - *Transparency*
- *Size of department*
 - *Largest in region*
 - *Opportunities to change/advance*
- *Accreditation*
 - *Current policies*
 - *Yearly reviews*
- *Use of force analysis*
- *Quartermaster system*
- *Recruiting*
- *Communication using technology*
- *Resource of special units*
- *Indoor range*
- *Compstat*
 - *Communication*
 - *Accountability*
 - *Responsiveness*
- *Response to crisis situations*
- *Para-military command structure*

Build on Strengths

Resolve Weaknesses

Weaknesses

- *Leadership*
 - *Implementation of ideas*
 - *Start things but no follow through*
 - *Lack of communicating to all*
 - *Lack of planning*
 - *Lack of positive feedback*
 - *No buy-in*
 - *Lack of focus*
 - *Lack of trust*
 - *Micromanagement*
 - *Continuous fights between administration/union*
- *Communication*
 - *Multiple pages/formal process*
 - *Lack of sharing of intelligence information*
 - *Lack of verbal communication/follow up*
 - *Lack of trust*
 - *Poor listening skills*
- *Too much statistically driven*
 - *Too much paperwork*
 - *Redundant paperwork*
 - *Not focused on drugs/search warrants*
- *Complete underutilization of talent*
 - *Overlap of assignments*
 - *Lack of communication*
 - *Lack of focused accountability*
 - *No career path other than supervisory*
 - *Minimal mentoring*
 - *Little coordination of department plan/career goals*
 - *Lack of positive recognition*
 - *Lack of value placed on human resources*
 - *No full time trainers/loss of training continuity*
- *Fear of repercussions*
 - *Officers less assertive*
 - *Too much risk management*
 - *Not allowed to make mistakes*
- *Lack of standardized evaluations*
- *Reduction in staffing*

Opportunities

- *Relationships with community and leaders*
- *Partnerships with outside agencies*
 - *Task forces*
 - *ILEAS*
- *Free training*
- *Grants*
- *Collaboration*
- *Seizures and forfeitures*
- *Lateral transfers*
- *Surveillance cameras*
- *Other outside revenues*

Exploit Opportunities

Avoid Threats

Threats

- *Economy—reduced funding*
- *Increasing costs, ie, gasoline*
- *Lack of places to train new recruits*
- *Pension reform*
- *Increased physical threats*
- *Collective bargaining*
- *Reduction in social services*
- *Migration to area of people looking for social services*
- *Political leadership*
- *Courts and corrections*
- *Loss of officers to other agencies*
- *Special interests groups*
- *Settling of law suits to avoid court*