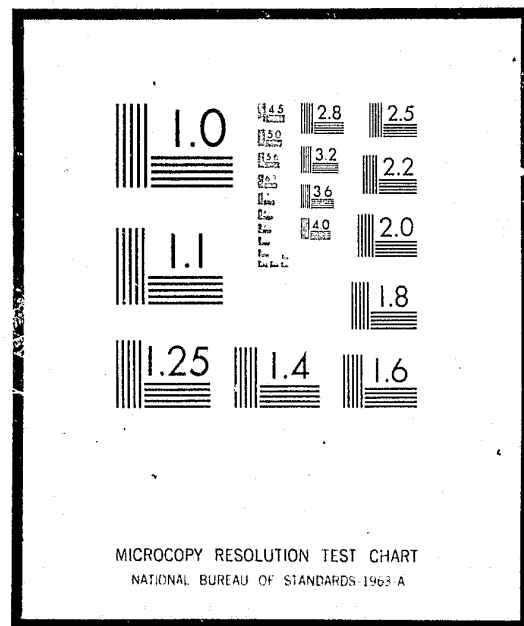


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U.S. DEPARTMENT OF JUSTICE  
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION  
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE  
WASHINGTON, D.C. 20531

5/26/77

Date filmed

## INDIVIDUAL TECHNICAL ASSISTANCE REPORT

*In Response to a Request for Technical Assistance*

*By the*

South Iowa Area Crime Commission

CITY OF FAIRFIELD, IOWA

September 18, 1973

NCJRS

NOV 30 1976

ACQUISITIONS

Prepared by:

Public Administration Service  
1313 East 60th Street  
Chicago, Illinois 60637

(Per Contract J-LEAA-015-72)

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I. PRELIMINARY INFORMATION

A. Consultant Assigned:

Dr. John A. Webster  
University of Illinois at Chicago Circle  
Chicago, Illinois

B. Date Assignment Received:

July 11, 1973

C. Date of Contact with LEAA Regional Coordinator:

July 15, 1973

D. Dates of On-Site Consultation:

August 15--18, 1973

E. Individuals Contacted:

Shan Campbell, Mayor  
City of Fairfield

Robert Rasmussen  
Fairfield City Councilman

Ralph W. Gamback, Superintendent  
Fairfield Community School District

Raymond Miller, Chief of Police  
Fairfield Police Department

Gordon Brookhart, Principal  
Fairfield Senior High School

Russell Schafer, Sergeant  
Fairfield Police Department

Gordon E. Plepla  
South Iowa Area Crime Commission

Joe Smutz, Patrolman  
Fairfield Police Department

Roberta Ulm  
Fairfield Chamber of Commerce

Harold Van Ness, Patrolman  
Fairfield Police Department

Kenneth Smith  
Owner, Fairfield Flower Shop  
Fairfield City Councilman

Tom Baker, Patrolman  
Fairfield Police Department

Paul Franklin  
Fairfield High School  
Fairfield City Councilman

Alfred Rodenmayer  
Retired Patrolman

Donnie Zillman  
Member of Police Posse

**II. STATEMENT OF THE PROBLEM****A. Problem as per Request for Technical Assistance:**

Need for improvements in: (1) police management; (2) manpower development and deployment; and (3) intergovernmental relations.

**B. Problem Actually Observed:**

As stated.

**III. FACTS BEARING ON THE PROBLEM**

See attached consultant's report.

**IV. DISCUSSION OF POSSIBLE COURSES OF ACTION**

See attached consultant's report.

**V. RECOMMENDED COURSES OF ACTION**

See attached consultant's report.

CONSULTANT'S REPORT

## I. INTRODUCTION

Police management, manpower development and deployment, and intergovernmental relations in the City of Fairfield, Iowa, are excellent. These findings are based on a thorough survey consisting of 15 interviews and several other citizen contacts, an examination of police records, and patrol participation on five occasions with different police officers.

## II. FACTS BEARING ON THE PROBLEM

There are several very obvious reasons why the Fairfield Police Department is in fact outstanding. The following reasons are not listed in order of importance since all have been equally important in contributing to the excellence of this agency.

The Mayor, Shan Campbell, and the City Council have been highly supportive of the Police Department because of their desire to provide the citizens of Fairfield with the best police service possible within the scope of city resources. The Mayor and City Council apply this effort to other city services and facilities. Fairfield is a beautiful and well-managed City with a great deal of citizen pride. Schools, parks, recreation facilities, streets, and fire protection services reflect this good management and citizen pride.

Chief of Police Raymond Miller administers the Fairfield Police Department in an outstanding manner. The most remarkable finding of this survey is that Chief Miller schedules his 10 police officers so that there are always at least 2 officers and 2 police cars available on each of the three shifts. Many police departments cannot match this service although they have as many or more personnel than Fairfield. Chief Miller manages the Police Department with a thoroughness that insures control. He is very much aware of his responsibility to the citizens, the Council, and the police officers. It is apparent that Chief Miller has management potential that should be further developed.

The South Iowa Area Crime Commission under Gordon E. Plepla has been helpful in assisting the City of Fairfield to obtain training, equipment, and facilities for the Police Department.

The Department moved into a new building last December. It has excellent facilities, including offices, pistol range, cells for prisoners, squad room for police officers, classroom space, a room for a crime laboratory, storage space, an exercise room with showers and lockers, and a garage where the door can be activated by the dispatcher.

The Jefferson County Sheriff's Office shares this building and also shares the communication facility. One dispatcher handles communication for the Fairfield Police Department, the Jefferson County Sheriff's Department, and the Iowa Highway Patrol located in that area.

Federal grants under LEAA have assisted Fairfield by providing training for 5 of the 10 officers at two-week courses at the Southern Police Institute, a correspondence course in criminal investigation for each officer, and books for starting a police library. Federal assistance was also provided through the Iowa Crime Commission to build an outdoor range and purchase equipment.

### III. AN ANALYSIS OF PROBLEMS AND POSSIBLE COURSES OF ACTION

The Fairfield Police Department has generated a great deal of momentum over the last two years. There has been a large amount of support by city, state, and federal officials; the appointment of Chief Miller (October, 1971); a new police building; new equipment; training programs; consolidation of city and county communications and housing facilities; and the like. As long as this momentum continues, the police force will enjoy a sense of achievement and effectiveness and will be able to provide the protection and services the citizens deserve. However, there is always the danger that this momentum will lose its thrust if management relaxes.

There is a need to inventory problems and resources. The most critical problem is to establish a method of defining the police purpose and role. This can be done by analyzing police activity to determine what the Department's duties and responsibilities are. Future operating requirements and trends can be determined by this method. Match this analysis of "real" police work with police and community resources. Resources are the number and quality of personnel, equipment, community support, and the like.

Police management, like any other management performing a service function, should be able to show the specific tasks performed by the police as well as the frequency and time consumed for each task.

The citizens of Fairfield generally cause few serious problems for the Police Department. The Department and the community cooperate well.

The FBI Tally Sheet for Return C of the Uniform Crime Reporting Handbook for 1972 supports the fact of citizen behavior. For example, almost half the persons charged for violations of the law were for alcohol-related violations of either drunkenness or driving under the influence. There were 80 individuals charged with alcohol-related violations versus 108 persons charged with all other violations.

An analysis of larceny for July, 1973, revealed there were nine cases of shoplifting reported with a property loss of \$8.95. Larceny of bicycles constituted 17 of the total 34 larcenies for July, 1973. The estimated property loss for bicycles was \$804. This compares with two automobiles stolen with a combined property loss of \$450.

A mission statement should be prepared after the above-mentioned inventory of police tasks is completed. Police goals should be clearly defined and every member of the force should be aware of the individual and organizational goals.

A simple planning document should be prepared to reflect the needs and future achievements. It should cover at least one year and possibly five years.

An organization chart should be prepared to show authority and function.

The reporting system is adequate. The system is simple, thorough, and current.

Inspection as a means of control is satisfactory. Chief Miller reviews daily activity reports and makes frequent checks to assure himself that police officers are performing their duties. The officers appear to be sufficiently motivated to require minimum supervision.

Community relations are excellent according to the interviews and contacts with citizens. There were no negative responses from anyone contacted. On the contrary, there was a great deal of praise of the Police Department. The two comments about the police force that were most frequently made were:

1. The police are fair and impartial.
2. Police response to a call is fast.

The school officials praised the police for their assistance in helping to reduce vandalism and to control traffic.

Personnel management is very good. Recruitment and selection are accomplished on a quality basis. The last police officer hired had the equivalent of two years of college at a technical school for law enforcement. Recruitment is not restricted to residents of the City.

A monetary incentive program of \$200 a year is provided for each officer to help raise motivation.

Training has consisted of several officers attending the Southern Police Institute, a correspondence course in investigation, and pistol range work. The correspondence course seems to have ceased due to lack of motivation. This course could probably be revived with some encouragement.

Parsons College, which had a criminal justice curriculum, was a potential asset to the upgrading of police education, but it closed at the end of the 1972-1973 academic year.

Police operations, including patrol, traffic, crime investigation, and the allocation and distribution of operational manpower, are very satisfactory.

With regard to auxiliary and technical services, the new police headquarters building is a combined city-county facility and is a great asset to promoting excellent auxiliary and technical services.

A group of Fairfield citizens form a posse under the supervision and support of the Fairfield Police Department and the Jefferson County Sheriff's Department. The membership of this group is carefully selected, trained, and supervised. The posse augments the law enforcement agencies when additional strength is needed. It is especially helpful in rural areas where the Sheriff's resources are limited. This auxiliary force is another example of citizen cooperation and pride in the community. The members serve for one dollar a year.



#### IV. RECOMMENDED COURSES OF ACTION

It is strongly recommended that the Mayor, the City Council, the Police Chief, other members of the force, and the citizens of Fairfield recognize what they have achieved and strive to maintain this momentum. There is always a risk of complacency or the diversion of effort and resources. Fairness and equality in police work are essential, but these can only be maintained by the continued interest of the citizenry in the Police Department and sincere concern for citizens by the Department.

**END**