

# Titusville Police Department Organizational Assessment

## Final Report Findings and Recommendations

July 19, 2016

# Methodology – Interviews

Interviews with:

- department members
- city officials
- city department heads
- external stakeholders
  - businesses
  - residents
  - university police
  - other public safety agencies

# Methodology – Informational Review

- Policy and Procedure Manual
- Budgets
- Timesheets
- Training Records
- Example Reports
- Vehicle Logs
- Union Agreement
- Facility Tour

# Schedule

Activity	Date
Project Award	February 11, 2016
Project Site Visit and Interviews	March 2, 3, 4, 2016
Material Review	March 5 – April 30, 2016
Interim Findings Presentation	March 22, 2016
Metro Alert Data Received	May 6, 2016
Crawford County CAD	Not Received
Final Report	July 19, 2016

# Department Self Assessment

Findings	Recommendation
<ul style="list-style-type: none"><li>• The department appears proud that they were able to decrease the drug problem from years ago.</li><li>• The department feels they are doing a good job of handling day to day calls.</li><li>• The department feels they are handling investigations properly.</li></ul>	<ul style="list-style-type: none"><li>• Build on the strength of the past successes and provide training to advance the capability of department members.</li></ul>

# Summary of Issues

- The department lacks efficient record keeping which needs to be corrected.
- Policies and procedures, field training, career development training, annual training, and supervisory strategies need revisions.
- Communication, community engagement, and programming need improvements.
- External relationships need to be established and enhanced.

# Opportunities

- Department members are open to learning.
- City government and management have invested in reviewing the department and understanding areas for updating.
- New leadership is in place which brings fresh ideas and strategies for change.
- Community supports the police department.

# Strategic Planning and Visioning

Findings	Recommendations
<ul style="list-style-type: none"><li>• Department lacks a strategic plan and vision.<ul style="list-style-type: none"><li>• Members are unaware of mission/ goals in policy manual.</li></ul></li><li>• Department appears unaware of how to find best practices / new ways of policing.</li><li>• Department positions themselves as “victims” of declining number of officers.</li><li>• Department does not see themselves as a part of the overall city operations.</li></ul>	<ul style="list-style-type: none"><li>• Develop a strategic plan with mission, vision and values statements that reflect the community and guides the department.</li><li>• Provide resources to department members so that they can learn of strategies implemented across the county (COPS, Smart Policing, 21<sup>st</sup> Century Policing, etc.).</li><li>• Address staffing concerns by setting reasonable expectations and developing partnerships.</li><li>• Ensure that police operations are reflective of city needs.</li></ul>

# Facility

Findings	Recommendations
<ul style="list-style-type: none"><li>• Structurally the building is fine.</li><li>• Layout is adequate.</li><li>• Space downstairs is underutilized.</li><li>• The interior is aging.</li><li>• The community room does not have direct access to rest rooms.</li></ul>	<ul style="list-style-type: none"><li>• The department needs to organize the facility.</li><li>• City need to consider the following:<ul style="list-style-type: none"><li>• Replacing desks and chairs</li><li>• Removing wall paper</li><li>• Repainting all walls and painted areas</li><li>• Replacing worn carpeting</li><li>• Replacing the kitchenette</li><li>• Eliminating community room as a public meeting space</li><li>• Improving the public entry way to be more welcoming</li></ul></li></ul>

# General / Accounting Record Keeping

Findings	Recommendations
----------	-----------------

- Poor record keeping.
  - Little use of automated systems.
  - Inconsistent entry (PD and Non PD).
- |                            |     |
|----------------------------|-----|
| 'PC2/flanged vent          | ___ |
| 'Light Module              | ___ |
| Inc___                     |     |
| 'Replacement lamps/cruiser | ___ |
| 'Advan Tech/PC 4           | ___ |
| 'Air element/PC4           | ___ |
| 'Oil Seal/PC4              | ___ |
| 'Spark plug                |     |
| 'Filters                   | ___ |
| 'PC6/Adv Technol           | ___ |

- Review all business processes and automate systems as needed.
- Provide Excel / Access training for department members.
- Ensure consistency of data entry for analysis.

# General / Accounting Record Keeping

410 ~~XXXXXXXXXX~~ ~~XXXXXXXXXX~~ EMP NO 07/02/16

DEPT NAME TRANSPORT CLASS PAY PERIOD END

FIRST WEEK						
SUN	MON	TUE	WED	THUR	FRI	SAT
-1	-1	-	-OT	-3	-2	-1
-8	-8	-	-2	-8	-8	-8

SECOND WEEK						
SUN	MON	TUE	WED	THUR	FRI	SAT
-1	-1	-	OT	-3	OT-2	-P
-8	-8	-	2	-8	2-8	-8

Enter hours worked for each day of the pay period in the lower half of the boxes above.  
Use the top half of the box for these special condition codes ONLY:

C - Comp. Time Used	H - Holiday Time Used	2 - Reg. 2nd Shift Hrs.
S - Sick Time Used	F - Funeral Time Used	3 - Reg. 3rd Shift Hrs.
P - Personal Time Used	V - Vacation Time Used	

	NO.	RATE
REGULAR HRS.	72	XXXXXX
2nd SHIFT	16	
3rd SHIFT	18	
O. T. HRS.	2.1	
SPECIAL HRS.	4	
COMP. HRS.		XXXXXX
COMP. USED		HR
SICK T. USED		HR
PERSONAL T. USED	8	HR
HOLIDAY T. USED		HR
FUNERAL T. USED		HR
VACATION USED		HR

HOLD OVER

CITY OF TITUSVILLE, PENNSYLVANIA

TIME CARD

# General / Accounting Record Keeping

410

[Redacted Name]

07/02/16

DEPT \_\_\_\_\_ NAME \_\_\_\_\_ EMP. NO. \_\_\_\_\_ CLASS \_\_\_\_\_ PAY PERIOD END \_\_\_\_\_

**FIRST WEEK**

SUN	MON	TUE	WED	THUR	FRI	SAT
-	V	V	-1	-1	-1	-
-	8	8	-8	-8	-8	-

162512

**SECOND WEEK**

SUN	MON	TUE	WED	THUR	OT FRI	SAT
-	2-V	-1	-1	-1	3-1	-
-	4-4	-8	-8	-8	3.5-8	-

Enter hours worked for each day of the pay period in the lower half of the boxes above. Use the top half of the box for these special condition codes **ONLY**:

- C - Comp. Time Used
- S - Sick Time Used
- P - Personal Time Used
- H - Holiday Time Used
- F - Funeral Time Used
- V - Vacation Time Used
- 2 - Reg. 2nd Shift Hrs.
- 3 - Reg. 3rd Shift Hrs.

[Redacted Signature]

EMPLOYEE SIGNATURE VERIFYING HOURS WORKED

Approved:

[Redacted Signature]

SUPERVISOR'S SIGNATURE

	NO.	RATE
REGULAR HRS.	16.0	XXXXXX
2nd SHIFT	4	
3rd SHIFT	3.5	
O. T. HRS.		
ST-OT	3.5	
COMP. HRS.		XXXXXX
COMP. USED		HRS
SICK T. USED		HRS
PERSONAL T. USED		HRS
HOLIDAY T. USED		HRS
FUNERAL T. USED		HRS
VACATION USED	2.0	HRS

Fund Activities Exp.

CITY OF TITUSVILLE, PENNSYLVANIA  
TIME CARD

# Training – Record Keeping

Findings	Recommendations
<ul style="list-style-type: none"><li>• Poor record keeping<ul style="list-style-type: none"><li>• No electronic records.</li><li>• Records kept in multiple locations.</li><li>• Tracking of certifications is not occurring.</li><li>• Officers are maintaining their own records.</li><li>• Unclear if all certifications are up to date.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• A training coordinator needs to be designated to approve training based on a set of criteria that includes budget, mandatory vs. specialized training, and other variables.</li><li>• A central file (database) needs to be established for all training records allowing review of hours by person and topic.</li><li>• A copy of training certificates should be maintained in an officers personnel records under training.</li><li>• The city should maintain all records of training.</li></ul>

# Training - Planning

Findings	Recommendation
<ul style="list-style-type: none"><li>• There is not a training plan.<ul style="list-style-type: none"><li>• Officers appear to take online training provided by the state.</li><li>• Unclear as to how training priorities beyond mandatory training are determined.</li><li>• Supervisors have not been afforded the opportunity to participate in supervisors training.</li></ul></li><li>• The department is not taking advantage of outside training (DA's, FEMA, etc.).</li><li>• Department does not participate in regional training (NWPCoPA).</li></ul>	<ul style="list-style-type: none"><li>• The department needs to develop training priorities based on a strategic plan and community needs.</li><li>• A career development program needs to be established to develop internal capabilities.</li><li>• Consistent supervisory training is needed to support operations.</li><li>• Partnerships need to be created with the university, businesses, trade associations, etc. to bring training to Titusville.</li></ul>

# Training

## Findings

- Budget allocation not used for the past several years. The table below shows the amount spend since 2005.

Year	Amount
2005	\$2,929.01
2006	\$2,120.27
2007	\$3,152.64
2008	\$939.64
2009	\$269.90
2010	\$2,703.20
2011	\$1,618.12
2012	\$1,819.39
2013	\$108.35
2014	\$578.62
2015	\$592.98
2016	\$475.00
Total	\$17,307.12

## Recommendations

- Research training opportunities and costs to ensure training is consistent.
- Seek to maximize resources by hosting training – potentially in partnership with the university.
- Have the training manager work with the finance director to track expenses.

# Field Training Program

Findings	Recommendations
<ul style="list-style-type: none"><li>• While a Field Training Program (FTO) is mentioned in the policies, there is not a proper field training program in place.</li><li>• Officer progress is not tracked on a continual basis.</li><li>• There does not appear to be any testing during the FTO process.</li></ul>	<ul style="list-style-type: none"><li>• A proper field training program needs to be established following best practices.</li><li>• FTOs need to be trained.</li><li>• The FTO process needs to be applied consistently.</li><li>• FTO's need to document milestones.</li><li>• Ensure there is a formal and continual evaluation of advancement of trainee.</li><li>• Create testing and document results.</li></ul>

# Vehicles

Findings	Recommendations
<ul style="list-style-type: none"><li>• Fleet is limited.</li><li>• There is a two year replacement plan in place through the City.</li><li>• The 2010 Explorer is not equipped with a police package.</li><li>• Patrol cruisers are not clean.</li><li>• Maintenance logs are kept in a paper format, but unclear as to if officers are replacing missing items.</li><li>• It appears there is not an assigned manager to the maintenance logs.</li><li>• Maintenance is not tracked electronically.</li><li>• Officers are inconsistent with inventory logs.</li></ul>	<ul style="list-style-type: none"><li>• A fleet manager needs to be designated that will constantly track upkeep and repairs and ensure maintenance of the fleet.</li><li>• Daily cruiser logs need to be used and a supervisor (or fleet manager) should be checking these and replacing items and ensuring repairs made as needed.</li><li>• A simple database needs to be established to track repairs both in terms of completion and cost for each vehicle.</li></ul>

# Equipment

Findings	Recommendations
<ul style="list-style-type: none"><li>• Officers appear to have the right equipment at this time.</li><li>• There is not an equipment manager assigned.</li><li>• Complaints surfaced over the need to update and repair equipment, however the department could not produce an equipment list that contained type of equipment, date of purchase, and the reason updates are needed.</li></ul>	<ul style="list-style-type: none"><li>• An equipment manager needs to be designated to monitor equipment (excluding firearms which should be completed by the armorer / fire arms instructor).</li><li>• An equipment inventory log needs to be created to facilitate tracking.</li><li>• Costs to repair / replace equipment need to be evaluated to maximize resources.</li></ul>

# Public Access

Findings	Recommendations
<ul style="list-style-type: none"><li>• The department does not have any personnel assigned to work the front desk to facilitate public access.</li><li>• The department has an array of telephone numbers in use and does not have a way to transfer calls to officers on patrol.</li><li>• The telephone call system at the front door does not operate intuitively.</li><li>• The entry to the police department is not welcoming.</li></ul>	<ul style="list-style-type: none"><li>• The city needs to allocate personnel (this can be a current a City Hall employee) to staff the desk for at least part of the week – allowing both day and evening access for the public to obtain records and information as needed. This person needs to be assigned other administrative duties.</li><li>• The department needs to use a cell phone to transfer calls from the station / Crawford County Dispatch to a duty officer.</li><li>• The department needs to update the technology / phone in the public entryway to provide easy and quick access to Crawford County Dispatch.</li></ul>

# Social Media and Website

<b>Findings</b>	<b>Recommendations</b>
<ul style="list-style-type: none"><li>• The department lacks a social media presence.</li><li>• The website provides little information about the department.</li></ul>	<ul style="list-style-type: none"><li>• A policy needs to be created for public information (valid content, press release layout, timing, etc.).</li><li>• A department member needs to be assigned the responsibility of posting to sites.</li><li>• Website needs to be informative.</li><li>• Facebook / Twitter needs to be used to inform the public of need to know information.</li></ul>

# Organizational Structure

Findings	Recommendations
<ul style="list-style-type: none"><li>• There is not a clear chain of command.</li><li>• There are three different supervisory titles, however responsibilities are essentially the same.</li><li>• For a small agency, there are multiple levels of supervision (chief, captain, lieutenant, sergeant).</li></ul>	<ul style="list-style-type: none"><li>• The structure needs to change to clearly delineate the chain of command.</li><li>• Responsibilities and functions of each role needs to be clearly articulated.</li><li>• Through attrition, the department should consider refining the organizational structure and eliminating either the captain or lieutenant rank.</li></ul>

# Evidence

Findings	Recommendations
<ul style="list-style-type: none"><li>• It is unclear if evidence is purged according to state standards.</li><li>• The department does not recall ever conducting an evidence audit.</li><li>• Evidence logs are paper based despite an evidence module in the RMS.</li><li>• The department does a good job controlling access to evidence.</li></ul>	<ul style="list-style-type: none"><li>• Review the purging process with the state to ensure compliance.</li><li>• Complete an evidence audit (within 30 - 45 days).</li><li>• Use an electronic means to track evidence.</li><li>• Continue to restrict access to evidence.</li></ul>

# Overtime

- Over time spending fluctuates from year to year. The table below shows the overtime expenses since 2005. The amount for 2016 is for a partial year.

Year	Amount	Difference
2005	\$53,373.31	
2006	\$41,767.73	(11,605.58)
2007	\$59,548.42	17,780.69
2008	\$52,422.14	(7,126.28)
2009	\$63,700.24	11,278.10
2010	\$55,976.20	(7,724.04)
2011	\$65,481.47	9,505.27
2012	\$87,878.70	22,397.23
2013	\$59,886.85	(27,991.85)
2014	\$87,461.61	27,574.76
2015	\$71,210.43	(16,251.18)
2016	\$11,513.79	
Total	\$710,220.89	

# Overtime

Findings	Recommendations
<ul style="list-style-type: none"><li>• Overtime is not tracked and does not appear to be monitored.</li><li>• Records are paper based at the police department, then sent to City Hall for entering.</li></ul>	<ul style="list-style-type: none"><li>• Ensure that overtime is categorized (i.e. city festival, election coverage, traffic enforcement, vacation coverage), tracked, and monitored to keep within the budget.</li><li>• Develop an electronic tracking system to reduce redundancy and facilitate monitoring.</li></ul>

# Community Interaction Defined

Public Relations

Community  
Engagement

Community Policing  
/ Problem Solving

Media Outreach  
Social Media  
Appearance at Events

Meet and Greet  
Open Houses  
Citizens Police Academy

Identification of Issues  
Root Cause Analysis  
On Going Task force /  
Subcommittee

*From PD Outward*

*Community Attends*

*Community Participates  
in Solution Development*

# Community Engagement

Findings	Recommendations
<ul style="list-style-type: none"> <li>• While the department appears to be friendly to community members there is not a sustained effort to engage with the community.</li> <li>• Members discussed presentations, but no one could produce a copy for review.</li> <li>• Programming is limited.</li> <li>• Logging of engagement activities is limited.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a strategy for community engagement as part of the strategic plan.</li> <li>• Determine strengths and interests of officers in order to involve everyone in the effort.</li> <li>• Increase programming.</li> <li>• Track engagement with unique codes.</li> <li>• Capture the amount of time spent on efforts.</li> </ul>

Activity	Year					
	2011	2012	2013	2014	2015	Total
Community Meeting	5	10	8	16	14	53
Child Safety Seat Check	2	4	4	3	2	15

# Policies and Procedures

<h2>Findings</h2>	<h2>Recommendations</h2>
<ul style="list-style-type: none"><li>• Most policies were written in 2007.</li><li>• Department members were not aware of updates and changes.<ul style="list-style-type: none"><li>• There are two use of force polices in the manual.</li></ul></li><li>• The department does not routinely review the policies.</li><li>• The department did not have an electronic (editable) copy of the policy and procedure manual.</li><li>• The department does not have members sign off on the policy manual or updates.</li></ul>	<ul style="list-style-type: none"><li>• The policies and procedures need a complete and in-depth review.</li><li>• The department needs to determine if policies are appropriate, meet standards, and are followed.</li><li>• After the review updates should be completed with officer input.</li><li>• Sign offs need to be mandatory for receipt of the manual and any updates.</li><li>• Continual training and testing is required (it can be simple open book tests, practical application, and verbal review) to ensure officer proficiency.</li></ul>

# Job Descriptions

<b>Findings</b>	<b>Recommendations</b>
<ul style="list-style-type: none"><li>• With the exception of the chiefs job description, the job descriptions appear out of date.</li></ul>	<p>A complete job task analysis needs to be completed in order to update the job descriptions.</p>

# External Law Enforcement Relationships

Findings	Recommendations
<ul style="list-style-type: none"><li>• The department failed to join the NWPCoPA (\$15) which would have entitled them to free training and networking.</li><li>• The University of Pittsburgh has a campus in Titusville that has a full time police department, however there is little interaction between the city and university departments.<ul style="list-style-type: none"><li>• The department does not train with the university police.</li><li>• The department does not have an MOU in place with the university police.</li></ul></li><li>• The department does not appear to engage with other agencies or task forces to coordinate efforts.</li></ul>	<ul style="list-style-type: none"><li>• The City Manager enrolled the department in NWPCoPA. This practice should continue.</li><li>• The chief should be a member of this, the PACoPA, and the International Association of Chief of Police (IACP).</li><li>• The department needs to collaborate with the university police (steps have been taken to improve in this area since the interviews).</li></ul>

# Accountability and Transparency

Findings	Recommendations
<ul style="list-style-type: none"><li>• The department does not actively use measures to enhance accountability (report review, performance evaluations, etc.)</li><li>• The department compiles monthly information for the City Council, but does not complete and post an annual report.</li></ul>	<ul style="list-style-type: none"><li>• Supervisors need to review and provide feedback on reports.</li><li>• Yearly performance evaluations need to be completed for each department member.</li><li>• A year end report should be compiled and posted.</li></ul>

# Grants

<b>Findings</b>	<b>Recommendations</b>
<ul style="list-style-type: none"><li>• The department does not seek grants.</li><li>• Basic grants are available for bullet proof vests, traffic safety, etc., however the department is unaware of the application process of many and does not pursue others.</li></ul>	<ul style="list-style-type: none"><li>• Grant management needs to be assigned to a department member to keep track of when grant periods occur, then a group of department members need to contribute to writing the grants.</li><li>• Grant planning is required to determine if matching is required (both hard cash and in-kind).</li><li>• The department should only pursue grants for programs and initiatives articulated in a strategic plan.</li></ul>

# Data Analysis

- PSSG requested two data sets. The Computer Aided Dispatch (CAD) and the Records Management System (RMS).
- CAD houses all call related information and what is required to provide response time analysis and to determine the amount of time spend on calls.
- The RMS system has details about the call and outcome.
- The department uses Crawford County E911 for its dispatching, and they hold the CAD data. A request for this data was not granted.
- The RMS system in place at the county level allows for sharing data between jurisdictions, however, Titusville opted out of the licensing and is now on a stand alone system that prevents information sharing. This needs to change and will require resources.

# Unique Calls Per Year by Classification

Type	2011	2012	2013	2014	2015	Total
I	3,584	3,733	4,228	4,270	4,295	20,110
O	618	406	438	374	338	2,174
A	54	50	68	91	96	359
D	17	8	21	14	14	74
B	1	2	1			4
JR.	1	1				2
C				1		1
Total	4,275	4,200	4,756	4,750	4,743	22,724 <sup>33</sup>

# Activity by Type by Year - 1

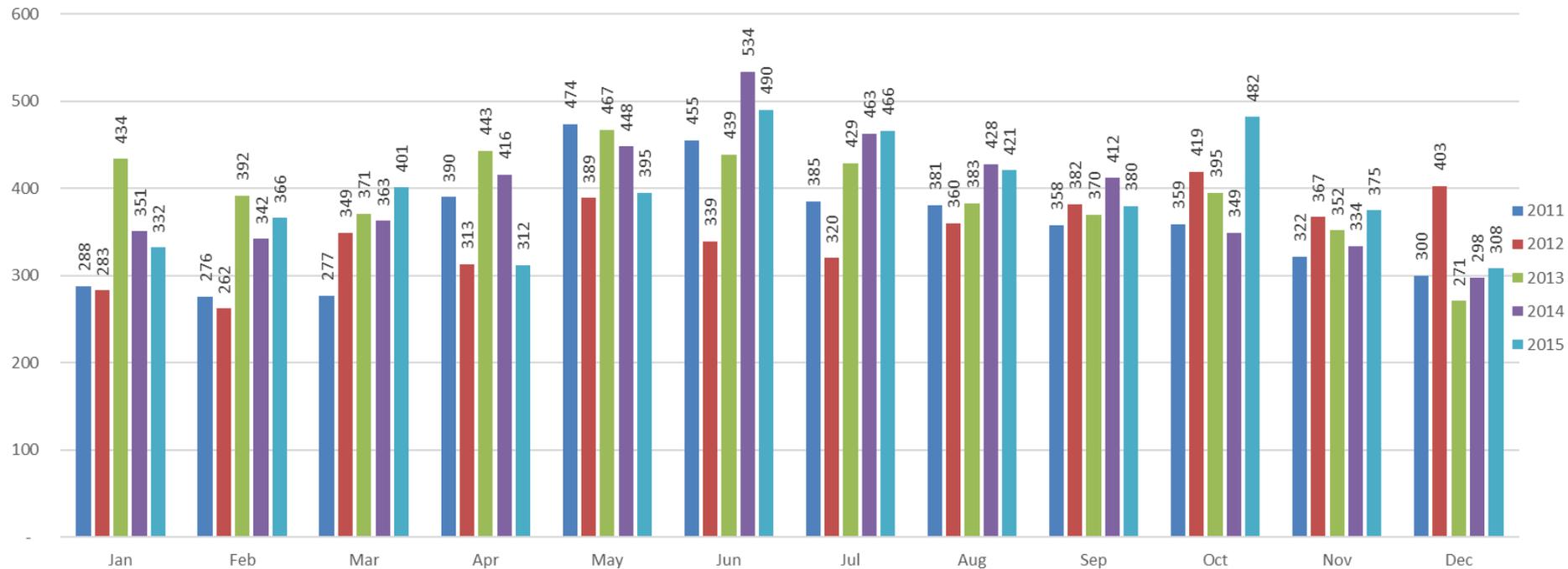
Category	Year					
	2011	2012	2013	2014	2015	Total
Administrative	440	518	493	470	454	2,375
Assist - Other Agency	227	227	648	578	559	2,239
Disturbance	454	450	381	377	326	1,988
Traffic Warning	377	206	383	264	356	1,586
Follow-up Investigation	205	207	318	452	386	1,568
Suspicious - Misc.	187	234	241	264	348	1,274
Misc.	205	191	208	205	184	993
Traffic Citation	264	131	179	142	138	854
Harassment	164	161	185	170	154	834
Animal	149	147	161	153	113	723
Suspicious Person	119	177	109	135	168	708
Theft	156	152	123	125	100	656
Assist - Citizen	92	82	125	159	161	619
Traffic - Misc.	149	195	82	87	79	592
False Alarm	90	111	122	131	116	570

# Activity by Type by Year -2

Category	Year					
	2011	2012	2013	2014	2015	Total
MV Crash	108	101	98	108	109	524
Subpoena	68	66	56	94	108	392
Suspicious Vehicle	67	72	80	73	76	368
Criminal Mischief	91	63	58	60	78	350
Hazardous Conditions	38	65	87	73	68	331
Found Property	61	54	80	64	71	330
Parking	54	59	58	69	62	302
Hit and Run	64	58	51	46	41	260
Drunk Person	38	55	45	42	44	224
Custody Dispute	26	56	37	45	30	194
Warrant	37	55	40	29	29	190
Nuisance	29	29	31	22	31	142
Lost Property	21	21	27	29	33	131
Transport - Jail	37	29	12	22	25	125
Civil Matter			13	36	52	101
Building Check	10	10	10	21	50	101

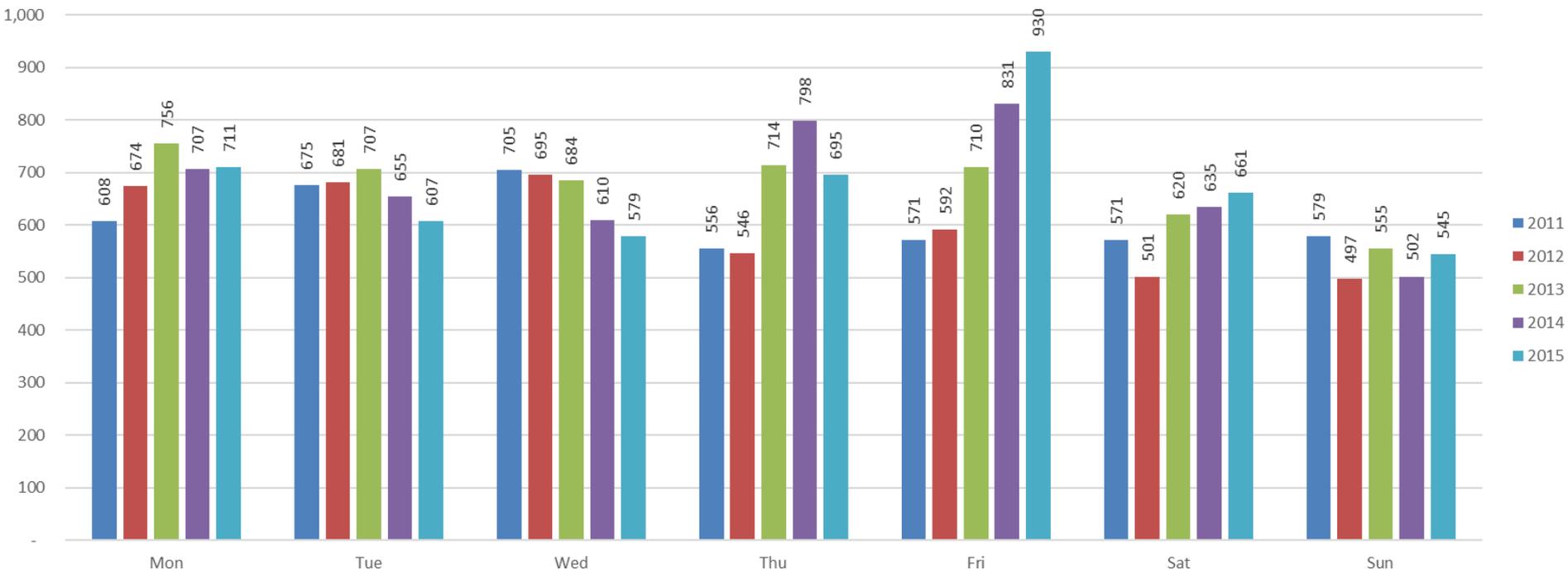
# Unique Calls By Month / Year

Total Calls (Unique) by Month/Year: (Multiple Items) /

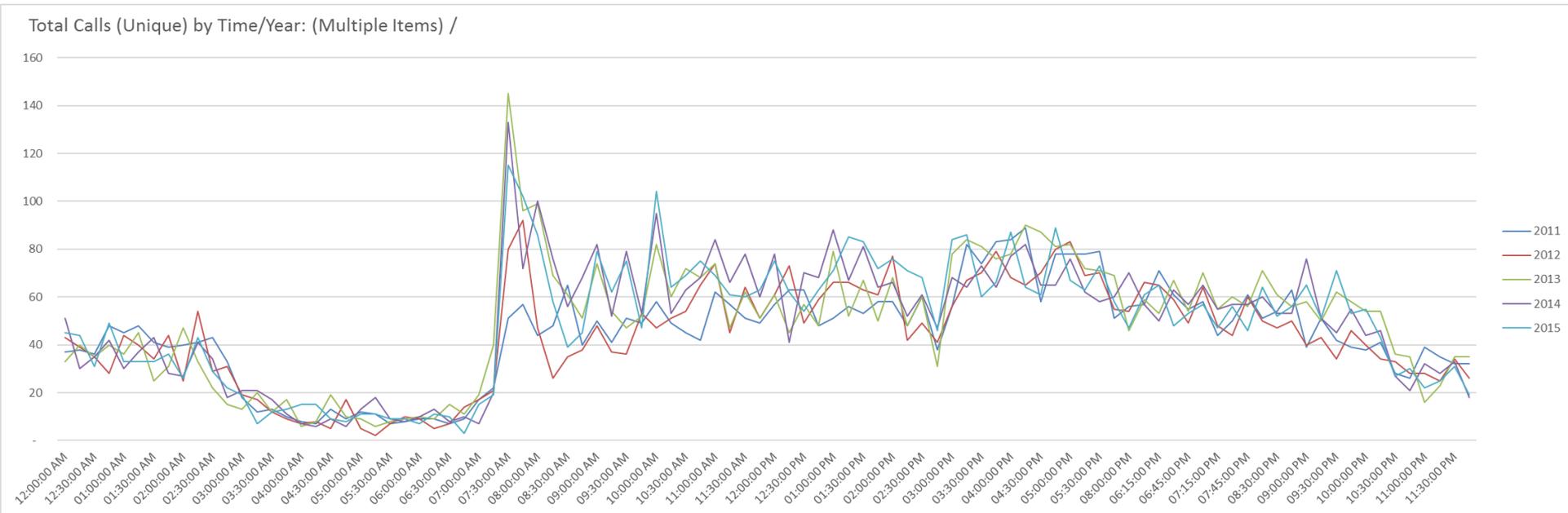


# Unique Calls By Day / Year

Total Calls (Unique) by Week Day/Year: (Multiple Items) /

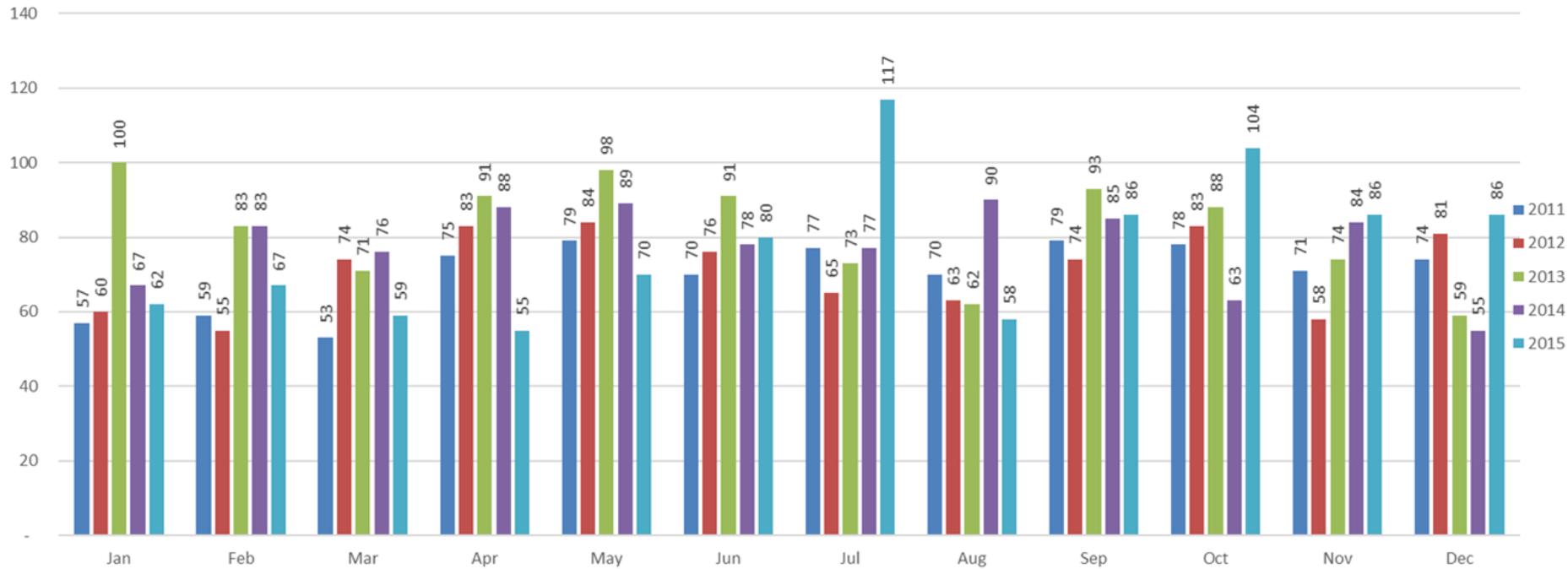


# Unique Calls / All Calls by Hour



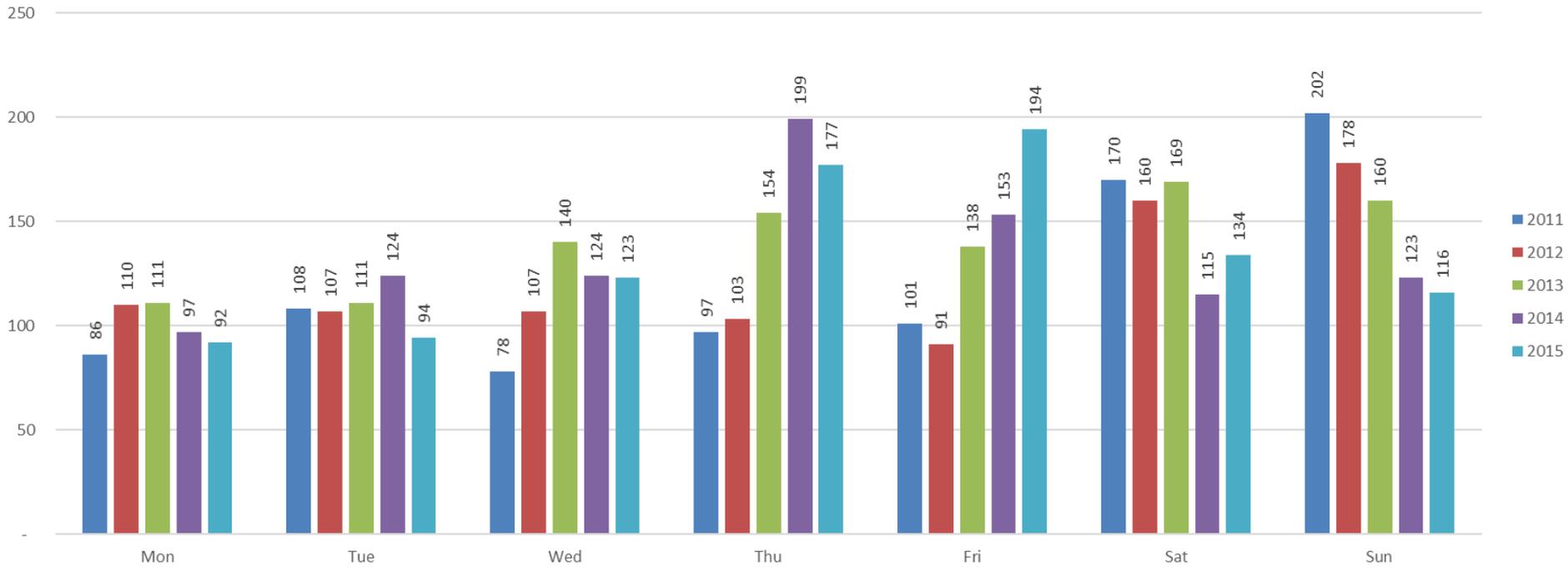
# Unique Calls Mid-8AM by Month

Total Calls (Unique) by Month/Year: (Multiple Items) / (Multiple Items) /



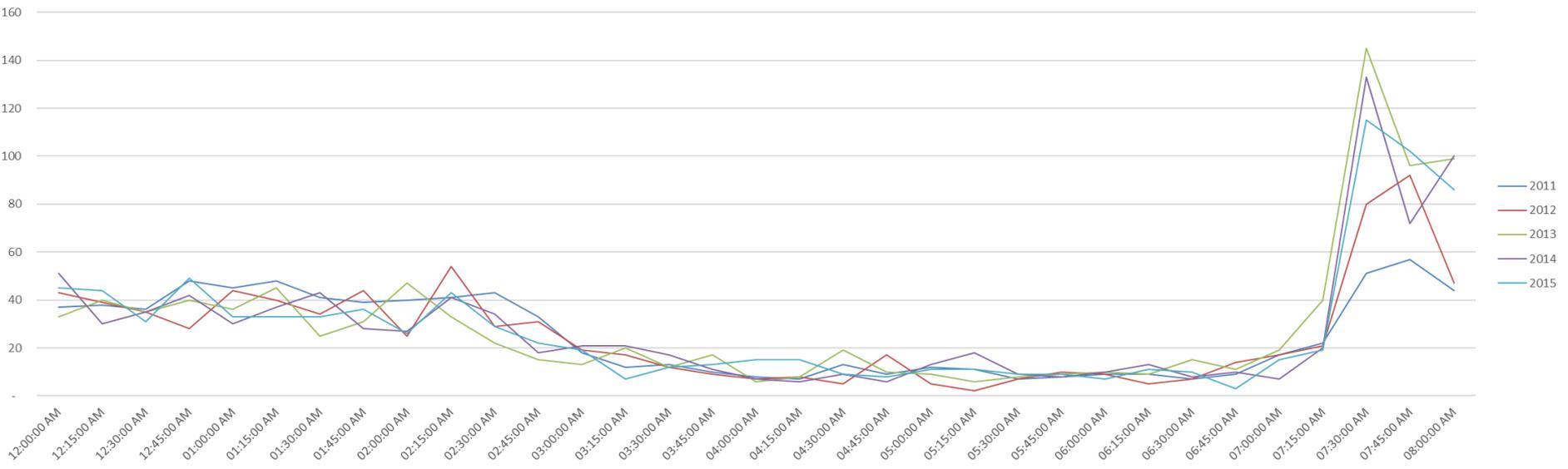
# Unique Calls Mid-8AM by Day

Total Calls (Unique) by Week Day/Year: (Multiple Items) / (Multiple Items) /



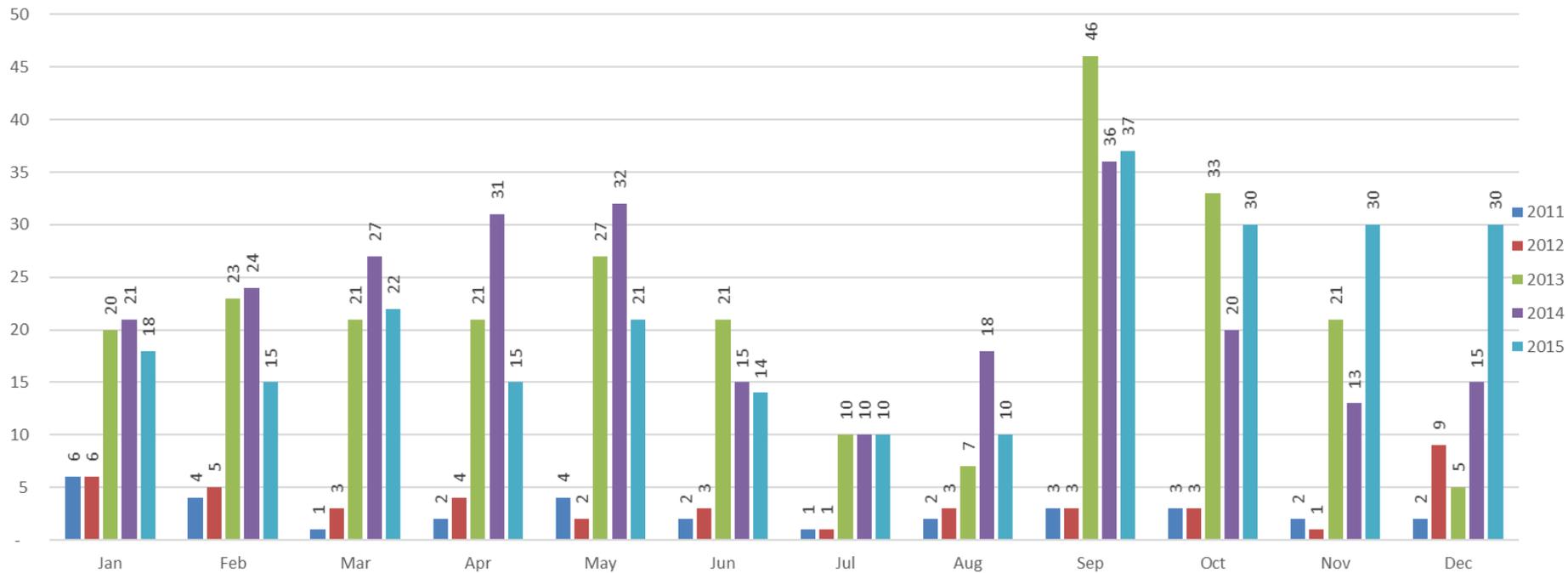
# Unique Calls Mid-8AM by Hour

Total Calls (Unique) by Time/Year: (Multiple Items) / (Multiple Items) /

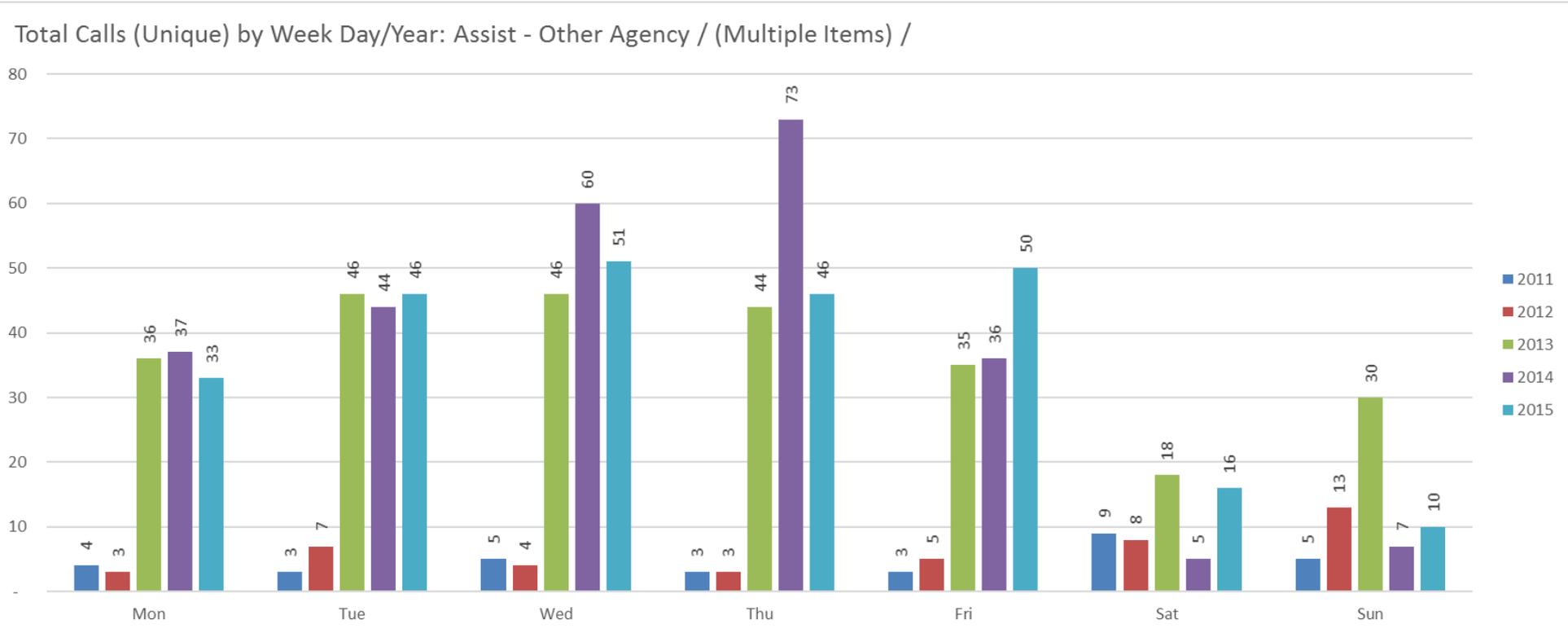


# Unique Calls Mid-8AM / Assist Other Agency by Month

Total Calls (Unique) by Month/Year: Assist - Other Agency / (Multiple Items) /

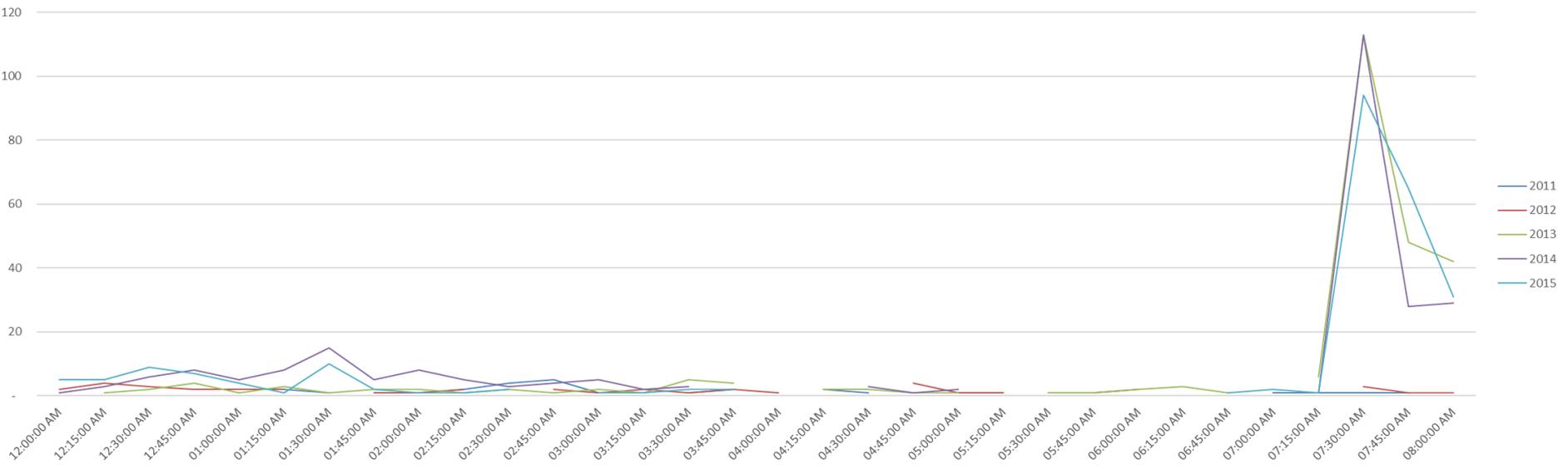


# Unique Calls Mid-8AM / Assist Other Agency by Day

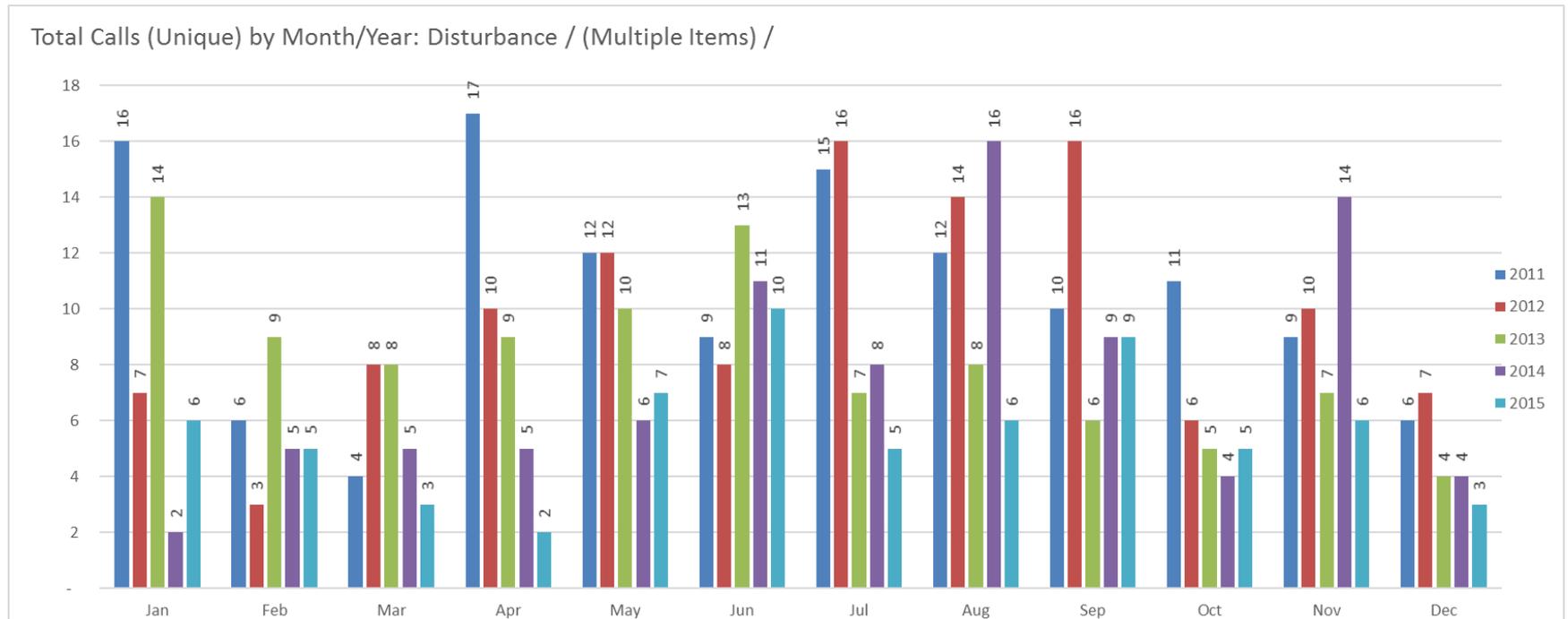


# Unique Calls Mid-8AM / Assist Other Agency by Hour

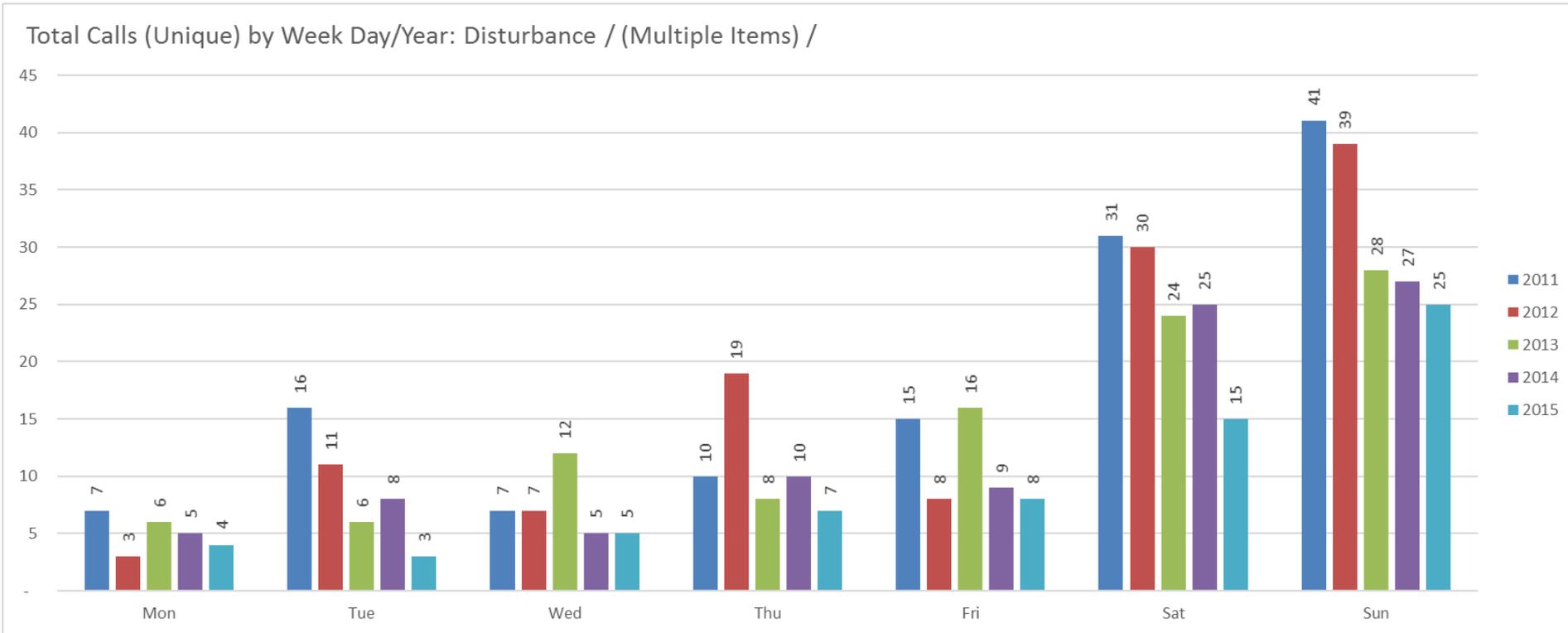
Total Calls (Unique) by Time/Year: Assist - Other Agency / (Multiple Items) /



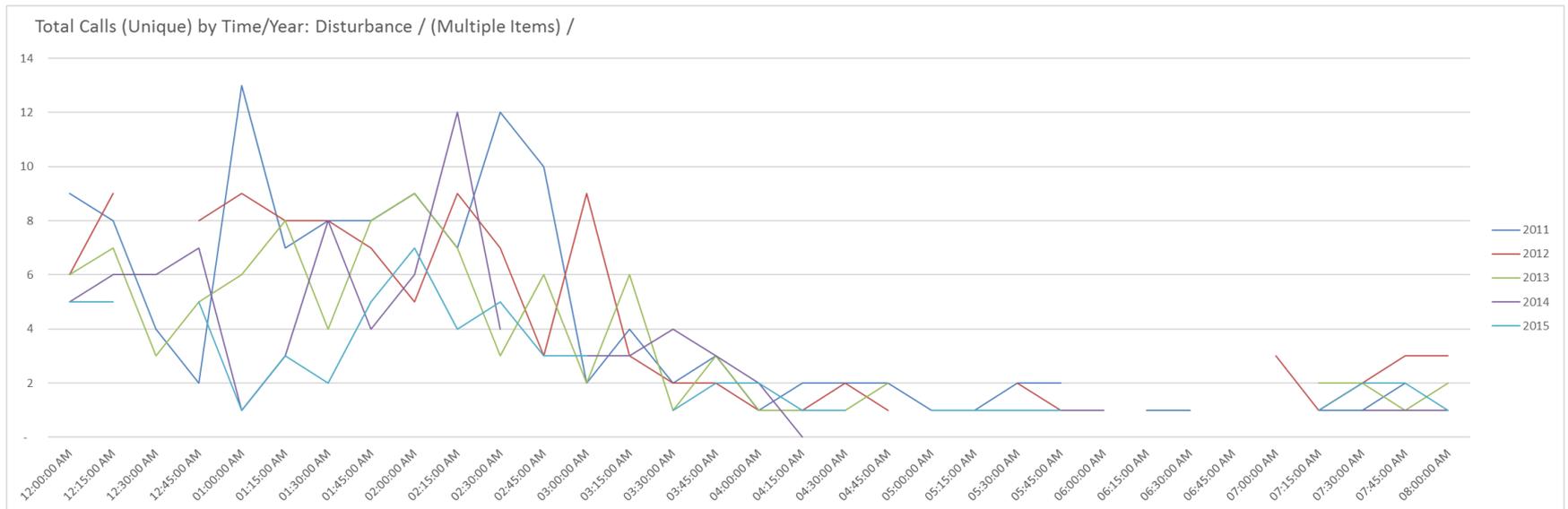
# Unique Calls Mid-8AM / Disturbance by Month



# Unique Calls Mid-8AM / Disturbance by Day



# Unique Calls Mid-8AM / Disturbance by Hour



# Staffing Considerations

- Data does not support two officers working 24/7.
- Given there are other police nearby, mutual aid agreements need to be considered.
- Timesheet tracking is poor and paper based, so it is not possible to determine what needs exist without extensive data entry.
- We do not recommend replacing the K-9.

# Next Steps

- Assist the new chief with an action plan template.

Category Name	Recommendation Summary	Action Category	Action Steps	Owner	Timeframe	Outcome
Facilities	Replace carpeting	Implement	1. Get quote	Fiscal	9/30/2016	Facility that will support department operations and community needs.
			2. Request budget	Manager	10/30/2016	
			3. Determine schedule	Chief	11/20/2016	

- Provide the chief (and other department members) training on how to use the incident data base PSSG created.
- Be available for follow-up calls and questions from the department, council, and/or manager.



# Public Safety Strategies Group

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