

# POLICE

Andrew Shearer, Chief of Police

[police@springfield-or.gov](mailto:police@springfield-or.gov)

541.726.3729

## Department Overview

The Police Department consists of the Office of the Chief, the Operations Division, the Operations Support Division, the Jail Services Division, and the Business Services Division. Policing services are part of the governmental process that provides for overall public safety through the protection of life, property, and community partnership. The Police Department is tasked with the responsibility of enforcing laws that are enacted by elected officials or by voter approved ballot measures and that are interpreted by the court system. Criminal conduct is regulated through strategies that include enforcement of state and local laws, ordinances, and regulations, community engagement, community education, and collaborative problem solving.

The Police Department provides year-round, twenty-four-hour service to the Springfield Community through response to prioritized calls for service, visible police patrols, investigation of crime, enforcement of traffic laws, animal control enforcement, and by providing detention services for municipal offenders. The Police Department also performs community outreach, provides crime prevention and safety education, and coordinates the dispatch of mobile mental health and crisis services. The organization is committed to its role as a community guardian by equally serving and protecting every member of the community in a equitable, fair, and just manner.

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
5 PERSONNEL SERVICES	18,198,637	18,129,318	19,368,849	20,078,027
6 MATERIALS & SERVICES	3,688,115	4,153,595	4,480,364	4,837,178
7 CAPITAL OUTLAY	401,618	311,249	510,672	286,500
<b>Grand Total</b>	<b>\$ 22,288,370</b>	<b>\$ 22,594,163</b>	<b>\$ 24,359,885</b>	<b>\$ 25,201,705</b>

\*\*5,6 & 7 indicated in table above are the numeric categories used in the general ledger to represent the different expense types.

## Budget Summary – FY2023

### Staffing

The Springfield Police Department fiscal year 2023 proposed budget has 124 full time employee (FTE) positions, 84 FTE supported by the General Fund, 39 FTE supported by the Police and Jail Local Option Levy Fund, and one (1) FTE supported by the Special Revenue Fund.

Chief Andrew Shearer joined the Springfield Police Department in an interim capacity in May 2021 and was appointed as Chief of Police in March 2022. Chief Shearer led a reorganization effort in Fall 2021, which included creation of the Business Services Division and redistributing program oversight across the five department divisions. In November 2021, a new Business Services Manager position was filled to oversee the new Business Services Division, provide enhanced support for dispatch and records professional staff and contribute to the Department's executive team as a non-sworn professional representative. The reorganization also resulted in the reclassification of an existing Management Analyst position to a Crime Analyst that will focus efforts primarily on use of force analysis, as well as crime and other predictive and risk related topics. The FY2023 proposed budget incorporates the reintroduction of a Deputy Chief position to provide an additional layer of oversight and support to the Operations Division, Operations Support Division, and the Jail Services Division. The Deputy Chief position was previously eliminated in conjunction with the FY2018 City budget reduction effort. The Deputy Chief position will be instrumental to expand our efforts in the areas of

additional oversight, accountability, and building community trust. The additional Business Services Manager and the Deputy Chief positions represent 1.9% of the proposed FY2023 personnel budget.

Staffing shortages, especially for police officer positions, continue to be a department and industry wide challenge. As of March 2022, 25% of budgeted police officer positions were vacant (14 FTE) and 24% of the department budgeted positions were vacant (29 FTE). Low staffing has placed strain and additional workload on existing staff, increased overtime costs, and continues to limit appointments to special assignment positions and programs. Staffing for essential patrol services are of primary importance to minimize service impact to the community.

To address staffing challenges, recruitment and hiring remains a primary focus. Significant emphasis has been placed on hiring experienced lateral police officers, including use of hiring incentives for qualifying lateral officers. Recruitment of a workforce from diverse backgrounds and life experiences remain a department focus.

## Department Funding

The Police Department is primarily funded by General Fund and Police and Jail Local Option Levy Fund tax revenue. The Police and Jail Local Option Levy Fund is also partially funded from revenue earned by providing outside agencies inmate housing services.

## Service Level Changes

There are no significant changes in service level planned for FY2023. Although there are several special assignment positions currently open pending increased patrol staffing levels, key services remain adequately funded. Current special assignment vacancies intentionally held open include three detective positions, one motorcycle traffic officer, one DUI officer, one drug canine officer, and the administrative and training sergeant.

## Accomplishments FY2022

- **Department Reorganization** - Chief Shearer led a department reorganization improving the balance of personnel and programs between department divisions, establishing a Deputy Chief position and creating a new non-sworn professional position on the Department Command Staff team. The reorganization also yielded updated division titles.
- **Community Survey** - The Department partnered with Portland State University to conduct a community survey. The survey sought input on topics such as trust in police, police effectiveness, perceived safety, and public safety problems. The survey sought input from a representative sample and then the community at large during December 2021 and January 2022. PSU will communicate survey results within a report, which will be shared with City Council, City leadership and the community.
- **Leveraged Technology** - The Department has leveraged various technology opportunities, including:
  - Implementation of IA PRO with Blue Team software to standardize workflow processes and reporting for professional standards topics such as complaints, inquiries, commendations, use of force, and pursuits. IA Pro has supported the adoption of an updated complaint process that allows for improved tracking and accountability for adherence to policy and process. IA Pro has also streamlined use of force review supporting the department's commitment towards continual improvement and accountability.

- Issuance of smart phones to all of patrol, detectives, and select support staff to provide an industry standard tool supporting communication and investigative efficiencies, with City controlled security considerations. Smart phones have provided efficiencies with digital evidence gathering and video translation services.
- Established a pilot small unmanned aerial systems (sUAS) program to evaluate a tool that can provide essential investigative support, while providing additional risk mitigation and de-escalation options during immediate life safety situations.
- Purchased Taser brand conducted electrical weapon (CEW) batteries that shut down voltage output after five seconds. The battery limits Taser deployments to five seconds and requires an intentional redeployment after a five second period. The new accessories align with recommended policy and business practice changes by an independent third-party report.
- Staff made a concerted efforts to improve the department's current website appearance and content within existing platform guidelines.
- **Community Outreach** - With increased messaging via social media platforms and select in-person events, the Department continues to expand outreach efforts after scaling back due to COVID-19 precautions. The Department has recently supported events such as child car seat safety checks, sUAS public information sessions, support of the Holiday parade, Coffee with a Cop, and National Night Out.
- **Peer Support Team** - The SPD Peer Support Team was created in 2021 and currently consists of 11 team members. Team members are being trained to provide one on one peer support sessions, as well as incident defusing and debriefs. The team is partnering with the City's EAP provider to establish a working relationship with local, experienced mental health providers. The team also plans to include a department Chaplain as part of their program.

## Initiatives FY2023

- **Police and Jail Local Option Levy** - SPD and the City are preparing for the renewal effort of the Police and Jail Local Option Levy during a general election in November 2022. The levy is currently active through fiscal year 2023. The Police Department has continued efforts to control expenditures and responsibly identify revenue opportunities to control levy costs. The levy currently supports:
  - 20 police staff, 19 jail staff, 2 court staff, and 0.23 judge positions.
  - The entire operating budget for the Springfield Municipal Jail,
  - Some operating budget for police and courts.
- **Accreditation** - The Department intends to pursue accreditation to demonstrate commitment to continuous improvement, identify opportunities for reduced risk, and emphasize alignment with recognized best practices. Oregon legislation will require an agency of SPD's current size to become accredited no later than July 1, 2026, however SPD intends to pursue accreditation prior to that timeline.
- **Comprehensive Training Plan** - Development of an annual comprehensive training plan will ensure required and prioritized training is planned, budgeted, and delivered to staff. Examples of potential prioritized training include de-escalation, duty to intervene, and procedural justice.
- **Hiring** - Filling vacancies has continued to be a challenge experienced throughout the law enforcement industry. The Department will continue to focus efforts on attracting high caliber experienced law enforcement professionals, as well as quality applicants new to law enforcement.
- **Department Mission and Values Statement** - Department leadership will coordinate the review and potential update of the Springfield Police Department Mission and Values Statement.

## Future Year Considerations

- **Adequate Staffing** – Adequate staffing in all positions is critical for our ability to build trust with the Springfield community. The people we serve expect an immediate response when they call the police and that criminal cases will be investigated thoroughly and completely. Events nationally and here at home demand we create additional capacity for members to engage with the community in a variety of non-enforcement related capacities. Police response, crime reduction, and community outreach support a community policing partnership that can effectively solve problems and build trust. As of March 2022, the department's sworn staffing levels were at 75% of authorized strength. Retirements and resignations continue to trend up, impacting staffing levels. There is a continuing trend of fewer applicants for open sworn police positions. Agencies across the region, state, and nation find themselves in fierce competition for a relatively small number of qualified candidates. Agencies are offering a variety of financial incentives and benefits such as additional vacation time to attract sworn officers to leave their home agency and join a new one. We are working with the city to ensure we remain competitive in support of our recruiting and hiring efforts and incentives in order to attract future candidates. The city must also remain competitive with the total compensation package current members receive in order to retain people we have invested in and to recruit others to join this agency.
- **Policing Industry Challenges** – Policing and public safety initiatives continue to evolve nationally and locally. The Springfield Police Department is adapting to many challenges within the policing industry while focusing efforts to improve the agency's stature as a model policing organization through establishment of a culture of professionalism and excellence. We must provide opportunity for our people to develop professionally. We must consistently deliver high quality training, so our members have the tools to successfully navigate the challenges of police work. We must focus on the health and well-being of our members as they are the most valuable component of ability to deliver public safety service. We must provide opportunities for non-enforcement engagement and community interaction to develop and maintain public trust.
- **Mental Health** – Providing mental health crisis services to the community continues to be a priority for the city, department and Springfield community members. The city's 50/50 partnership with Lane County has provided funding for a White Bird Clinic CAHOOTS team to provide mobile mental health support to Springfield and the urban growth boundary 24 hours, 7 days a week. Lane County has indicated their grant sponsored funding for the Springfield area program may end after fiscal year 2022-23. The Springfield Police Department and City of Springfield will need to evaluate funding solution and program model options to support long-term mental health crisis services.
- **Technology and Equipment** - Leveraging new and existing technologies can improve transparency, trust, and data collection that will lead to innovation and improvement. Technology has been utilized to create efficiencies, to access new information, and provide a framework for standardization, reporting, and data analysis. Recent implementation of body worn and in car cameras, as well as improved data collection via implementation of new software applications, have improved increased accountability and enhanced processes. With new technologies comes additional expense for initial and ongoing licensing, storage, equipment, and future replacement. A tangible but often overlooked cost and impact to service is the additional staff time required to properly utilize and manage new technology. For example, officers, sergeants, and lieutenants spend additional time each day to review body worn camera videos and enter detailed information into the related software. This additional workload is justified due to the improved investigative, transparency and accountability opportunities the technology provides. The department will need to continue mindful utilization of new and existing technologies and equipment, such as body worn cameras, to support goals and initiatives.

# POLICE

Andrew Shearer, Chief of Police

[police@springfield-or.gov](mailto:police@springfield-or.gov)

541.726.3729

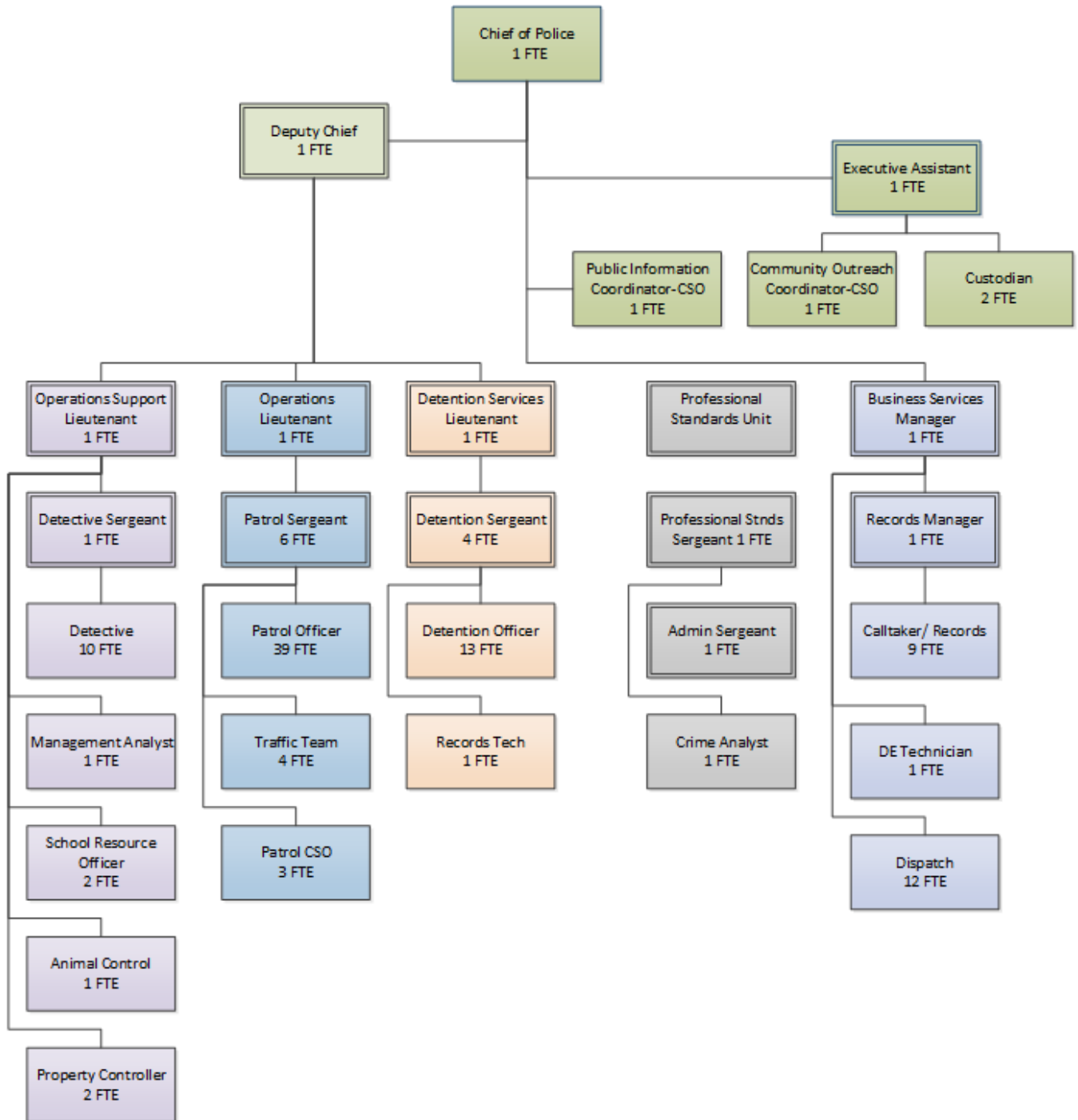
## Financial Summary by Fund

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
100 General Fund	15,496,317	15,665,158	16,749,396	17,336,526
204 Special Revenue Fund	491,115	451,189	336,051	360,000
236 Police Local Option Levy Fund	6,072,499	6,187,808	6,839,951	7,134,929
713 Vehicle & Equipment Fund	228,439	290,007	434,487	370,250
<b>Grand Total</b>	<b>\$ 22,288,370</b>	<b>\$ 22,594,163</b>	<b>\$ 24,359,885</b>	<b>\$ 25,201,705</b>

## Financial Summary by Program

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
Active Programs				
1141 Hiring & Professional Standards	355,309	515,333	349,063	645,016
1144 Patrol - Sworn	9,828,395	9,662,936	9,618,550	10,024,601
1145 Patrol - Non-Sworn	506,654	652,441	443,671	433,563
1146 Traffic Team	370,115	380,989	707,147	665,084
1148 K-9 Unit	457,581	467,349	726,177	758,971
1149 Drug Dog	51,196	83,799	234,686	150,454
1154 Detectives (fka Investigations)	1,931,802	2,009,354	2,140,656	2,541,654
1160 Critical Incident Response (fka SWAT)	63,494	34,036	13,002	3,500
1161 School Resource Officers	326,317	336,507	340,205	329,531
1162 Animal Control	182,519	171,020	190,944	180,849
1163 Community Outreach (fka Crime Prev. and Comm.y Relations)	241,856	223,217	387,451	361,889
1166 CAHOOTS	237,731	270,358	535,685	475,000
1167 Dispatch	1,623,960	1,661,095	1,752,475	1,789,014
1168 Records & Calltaking	1,064,862	1,065,427	1,310,463	1,283,862
1170 Property/Evidence	255,663	322,536	445,436	395,163
1175 Jail - Operation	3,066,261	3,133,586	3,418,673	4,012,007
7000 Department Administration	238,128	290,263	270,661	296,825
7090 Building and Security Maintenance	565,403	461,161	518,875	484,474
9000 Non-Program	228,439	290,007	434,487	370,250
<b>Active Programs Total</b>	<b>21,595,685</b>	<b>22,031,417</b>	<b>23,838,307</b>	<b>25,201,705</b>
Inactive Programs				
0000 Revenues	1,981	-	-	-
1044 Stormwater Fiscal Management and Customer Services	-	(3,092)	-	-
1045 Stormwater Regulatory Administration	-	(1,235)	-	-
1096 Fire Suppression Operations	17,833	-	-	-
1142 Training/Professional Standards and Certifications	984	4	-	-
1147 DUI Enforcement	94,205	-	-	-
1150 Major Accident Investigation Team (MAIT)	6,125	4,048	1,750	-
1151 Bicycle Patrols	282	-	-	-
1159 Computer Forensics	224,631	214,701	214,821	-
1169 Business Line Call-taking	1,096	-	-	-
1171 Municipal Jail - Book-in	328	-	-	-
1172 Municipal Jail - Housing	640	-	-	-
1173 Municipal Jail - Central Control	328	-	-	-
1174 Municipal Jail - Court Support	51,122	59,000	141,772	-
1176 Jail - Records	292,843	289,253	163,236	-
7005 City-Wide Management & Oversight	-	20	-	-
7060 Property & Liability	285	-	-	-
7022 City Facilities Operations, Maintenance and Custodial S	-	47	-	-
<b>Inactive Programs Total</b>	<b>692,684</b>	<b>562,746</b>	<b>521,578</b>	<b>-</b>
<b>Grand Total</b>	<b>\$ 22,288,370</b>	<b>\$ 22,594,163</b>	<b>\$ 24,359,885</b>	<b>\$ 25,201,705</b>

## Organizational Structure



# POLICE

Andrew Shearer, Chief of Police

[police@springfield-or.gov](mailto:police@springfield-or.gov)

541.726.3729

## Summary of Full-Time Equivalent by Position

	FY20	FY21	FY22	FY23
	FTE	FTE	FTE	FTE
Business Services Manager	-	-	-	1.00
Comm Srvcs Officer 2	4.00	4.00	3.00	3.00
Comm Srvcs Officer 2 AnSvc	1.00	1.00	1.00	1.00
Crime Data Analyst	-	-	-	1.00
Custodian	2.00	2.00	2.00	2.00
Deputy Police Chief	-	-	-	1.00
Detention Clerk	1.00	1.00	1.00	1.00
Detention Officer	13.00	13.00	13.00	13.00
Detention Sergeant (Non-sworn)	4.00	4.00	4.00	4.00
Management Analyst	2.00	2.00	2.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Police Call Taker/Records Clk	10.00	10.00	9.00	9.00
Police Chief	1.00	1.00	1.00	1.00
Police Comm Information Coord	1.00	1.00	1.00	1.00
Police Comm Outreach Coord	1.00	1.00	1.00	1.00
Police Detective	10.00	10.00	10.00	10.00
Police Digital Evidence Tech	-	0.50	1.00	1.00
Police Dispatcher	12.00	12.00	12.00	12.00
Police K-9	5.00	5.00	5.00	5.00
Police Lieutenant - Detention	1.00	1.00	1.00	1.00
Police Lieutenant - Operations	1.00	1.00	1.00	1.00
Police Lieutenant - Support Services	1.00	1.00	1.00	1.00
Police Motors	3.00	3.00	3.00	3.00
Police Office Supervisor	1.00	1.00	1.00	1.00
Police Officer	35.00	35.00	35.00	35.00
Police School Resource Officer	2.00	2.00	2.00	2.00
Police Sergeant	2.00	2.00	2.00	2.00
Police Sergeant - Detectives	1.00	1.00	1.00	1.00
Police Sergeant Patrol	6.00	6.00	6.00	6.00
Property Controller	2.00	2.00	2.00	2.00
<b>Grand Total</b>	<b>123.00</b>	<b>123.50</b>	<b>122.00</b>	<b>124.00</b>

## Summary of Full-Time Equivalent by Fund

	FY20	FY21	FY22	FY23
	FTE	FTE	FTE	FTE
100 General Fund	83.93	84.43	82.93	83.93
236 Police Local Option Levy Fund	39.08	39.08	39.08	39.08
204 Special Revenue Fund	-	-	-	1.00
<b>Grand Total</b>	<b>123.00</b>	<b>123.50</b>	<b>122.00</b>	<b>124.00</b>



# POLICE

## Summary of Full-Time Equivalent by Program

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
1141 Hiring & Professional Standards	1.30	1.30	1.30	3.30
1144 Patrol - Sworn	44.83	42.83	42.12	41.76
1145 Patrol - Non-Sworn	4.43	4.43	3.13	3.00
1146 Traffic Team	3.78	3.73	4.08	4.00
1148 K-9 Unit	2.15	2.15	4.00	4.00
1149 Drug Dog	0.20	0.20	1.00	1.00
1150 Major Accident Investigation Team	0.19	0.19	-	-
1154 Detectives	10.34	12.34	11.54	13.39
1159 Computer Forensics	1.20	1.20	1.20	-
1160 Critical Incident Response	0.81	0.81	0.05	-
1161 School Resource Officers	2.10	2.10	2.05	2.00
1162 Animal Control	1.10	1.10	1.05	1.00
1163 Community Outreach	2.69	2.69	2.69	2.29
1166 CAHOOTS	0.05	0.05	-	-
1167 Dispatch	12.34	12.39	12.25	12.25
1168 Records & Calltaking	11.15	11.15	10.15	10.25
1170 Property/Evidence	2.05	2.55	3.05	3.10
1174 Municipal Jail - Court Support	1.05	1.05	1.05	-
1175 Jail - Operation	15.87	15.87	16.87	19.38
1176 Jail - Records	2.05	2.05	1.05	-
7000 Department Administration	1.19	1.19	1.24	1.29
7090 Building and Security Maintenance	2.15	2.15	2.15	2.00
<b>Grand Total</b>	<b>123.00</b>	<b>123.50</b>	<b>122.00</b>	<b>124.00</b>

## Performance Measures

Measure	CY22* Target	CY22* Actuals	CY23* Target
1.) Maintain or reduce the number of property crimes.	< 3034	2924	< 2924
<b>Why this measure is important:</b> Demonstrates level of safety as it pertains to property crime.			
2.) Maintain or reduce the number of person crimes.	< 888	910	< 910
<b>Why this measure is important:</b> Demonstrates level of safety as it pertains to person crime.			
3.) Maintain or improve property crime clearance rate.	> 24.26%	22.55%	> 22.55%
<b>Why this measure is important:</b> Demonstrates level of resolved property crimes.			
4.) Maintain or improve person crime clearance rate.	> 71.51%	65.49%	> 65.49%
<b>Why this measure is important:</b> Demonstrates level of resolved person crimes.			
5.) Less than a 4 minute response to Priority 1 incidents.	< 4 minutes	2.72 minutes	< 4 minutes
<b>Why this measure is important:</b> Measures operational responsiveness.			

\*CY= Calendar Year