

Letter from Planning Task Force

November 1, 2010

The City Council and
The Community of Springfield

Dear Friends:

In 1996 the Police Planning Task Force, in partnership with the Springfield Police Department, developed a Long-Range Strategic Plan for Police Services in Springfield. The original Plan was updated in July of 2002, and over the last eight years many of the original goals have been partially or fully met with the support of the Council and the Community. In 2006, the Task Force began the second scheduled update; however, the last several years have been a time of rapid change and implementation of several significant goals, including the construction of a new Justice Facility and the opening of a Municipal Jail. As we complete those goals, it is time once again to reflect on what has been accomplished and what still needs to be accomplished.

Even during our recent economic downturn, we are encouraged by our continued growth and the willingness of our volunteer efforts to balance the needs of our community with available resources. Changes in the economy, technology, and the demographics of our community continue to have positive and negative impacts on our ability to implement the plan. The basic goals of this plan have not changed: 1) to provide excellent services in response to high-priority calls and investigation of serious crime and 2) to enhance the Department's ability to provide prevention, education, and problem-solving services. This paper is our estimate of what needs to be done in order to move our Police Department from where it is to where it needs to be so that the community may best be served.

As it has been from the beginning, the Task Force is a group of Springfield people. Our committee consists of a diverse group of Springfield Citizens from all walks of life; business people, retired and semi retired people all with the same common goals for our community. Along with the guidance of our Police Chief, Jerry Smith, we have worked diligently over the past year to update our Long Range Plan; a copy of which you have before you. Most of all, the Task Force has looked for ways in which our Police Department can restructure itself to meet the expectations of a twenty-first Century population.

This update is our report to you and the community. We make no claims of expertise, special wisdom, or superior knowledge. We have been given an open door to the Police Department. Chief Smith and the entire Springfield Police Department have been informative, gracious, and patient. We give you the results.

Finally, we thank the City Council for giving us this opportunity to participate in the business of government.

Sincerely yours,

Patricia Mahoney, Chair

PPTF Members: Stacey Doll, Vice Chair; Diana Alldredge; Mechelle Clough; James Crist; Quentin Hogan; Dave Jacobson; Jack Martin; Wendy Polen; Fred Simmons, Council liaison; and Christine Stole.

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EXECUTIVE SUMMARY
Springfield Long-Range Strategic Plan for Police Services

This Plan update maintains the two basic thrusts of the original Plan:

1. Continue to provide excellent services in response to high-priority calls and investigation of serious crime.
2. Enhance the Department's ability to provide prevention, education and problem-solving services.

The major goals of the plan during the next five years are to maintain or expand the capabilities of the Department in the areas of community policing and problem solving, and to ensure the successful management and implementation of the new Municipal Jail. This will enable the Department to face the challenges of the new century. We remain committed to the concept of using non-sworn personnel to assist the public when sworn staff are not required. This update has been developed by the Police Planning Task Force, representing the community.

The major recommendations are to decrease reliance on renewable, but temporary, funding from the Levy.

Many of the goals and objectives of the original Long Range Plan have been achieved, and as a result the focus will shift to ensuring the best utilization of the resources available. Continued growth and expansion of Police Services will depend upon growth in other areas of the City.

This update is accompanied by a phased, five-year operations and budget strategy. In recognition of the current economic situation, no positions are recommended in this plan until Fiscal Year 2012-13 at the earliest. From that point, police officer positions and some support positions would be added to the Department on a regular basis, one or two per year, if and only if population trends, City expansion, and crime trends demonstrate a need for those positions, and funding is available to support them. Implementation of the suggested strategies will be considered during each year's budget process and is contingent upon available resources.

Lastly, the Department will continue its commitment to involving citizens in its on-going planning efforts.

CHAPTER ONE – INTRODUCTION

1.1 HISTORY AND PURPOSE

In 1991, the City Council initiated the Springfield Tomorrow strategic planning effort. The final report projected dramatic changes over the next several years in social, demographic, and economic conditions in Springfield. These changes significantly impacted the level and type of police services necessary to ensure a safe and secure community. In 1994, the Council directed that a long range strategic plan, to include community-oriented policing strategies, be developed for providing police services. The plan is to be reviewed and updated at five-year intervals.

Planning is defined as the development of strategies for bringing about a desirable future condition. Planning for a law enforcement agency involves the development and utilization of limited personnel, equipment and resources in ways that will favorably affect future public welfare.

The purpose of this strategic plan update is to review and revise the goals, objectives, and action plans of the Springfield Police Department in order to respond to the direction provided by the Council and to meet the planning objectives as described by the above definition of planning.

The original Long Range Plan was updated in 2002, and this document is intended to provide the second update of the original draft to accommodate the changing financial and professional environment. This review has been delayed for several years during a period of rapidly changing conditions in the Department including implementation and renewal of the Police Operations Levy, construction of a new Justice Facility and the recent opening of the Municipal Jail facility. All of those activities have had a positive effect on the Department's operations.

1.2 METHODOLOGY

The Police Planning Task Force (PPTF) began the process of reviewing and updating the Long-Range Strategic Plan for Police Services in 2007. In 2008 the Task Force focused attention on the construction of the Justice Facility, and on planning for a new municipal jail. In 2010, work on the Long Range Plan resumed, and in keeping with the intent of the original Plan, the Task Force worked in concert with members of the police department and others to achieve the following objectives:

OBJECTIVES:

1. Reflect Council direction
2. Use the Police Planning Task Force as the chief mechanism for obtaining community perspectives
3. Involve the community and other experts in crafting the plan

4. View past practices, trends in police services, current issues, forecast future issues, and knowledge of the community to provide descriptions of likely future opportunities for the department.
5. Develop a plan that responds to the future and links strategies to the budget and funding process

The original long-range plan is intended to be a twenty year (FY96/97 to FY15/16) plan with scheduled updates in five year increments. This is the second update, and is intended to provide greater detail for the next five-year period (FY 2011 to FY 2016).

For this update to the Plan, the Police Planning Task Force has reviewed and updated three working papers. The first paper, Existing Police Services and Operations, includes a description of current police service levels, budgets, funding sources, operations, stakeholders, mandates, and mission and values. The paper summarizes strengths and weaknesses in present police services and includes findings.

The second working paper, Trends and Issues, examines external factors in the social, economic, technological and political environments to identify future trends and issues applicable to police services.

The third working paper, Community Profile, provides a basic description of the physical, economic, and demographic characteristics of the City of Springfield and the surrounding areas.

The task force updated the information in the three working papers and then used that information to evaluate and update the goals, policies and strategies in several key policy areas.

1.3 STRUCTURE OF THE PLAN

Each section of the plan has an introduction, goals, policies, and implementation strategies. These terms are defined below to guide the reader through the document.

Introduction: The introduction presents a description of existing services to include findings. It sets the stage for each section of the plan.

Goals: Goals are statements of philosophy that describe desired results and help to establish direction.

Policies: Policies describe the manner in which the police department will conduct its business in order to achieve stated goals.

Strategies: Strategies suggest ways in which policies may be carried out. Strategies will be reviewed and revised over time. Ultimately, implementation may vary from strategies as stated in this plan. Each strategy will be evaluated against existing policies, department and city goals. Community support, available funding and legal constraints must also be considered.

CHAPTER TWO - DEPARTMENT MISSION AND VALUES

2.1 DEPARTMENT MISSION

The Springfield Police Department strives to work with citizens to promote a sense of personal safety and security through rapid response to emergency calls for service, enforcement of state and local laws, and providing prevention and education programs in support of citizen efforts to promote conditions, attitudes and behavior that will result in a safer community.

2.2 SPRINGFIELD POLICE DEPARTMENT VALUES STATEMENT

We, as individuals and as an organization, use these values as guiding principles in our service to the community:

PROFESSIONALISM

Committed to excellence in the performance of our duty.

INTEGRITY

Consistent ethical behavior through honesty, accountability, and high moral beliefs.

COURAGE

Physical and mental strength to overcome all challenges

HONOR

Respect the noble tradition of Law Enforcement.

CHAPTER THREE - GOALS, POLICIES AND STRATEGIES

3.1 GENERAL

The Police Planning Task Force desires to maintain a safe and secure community. After reviewing existing services and anticipated trends and issues, the task force recommends augmenting current reactive police strategies with enhanced proactive community oriented police strategies. The task force understands that this is an evolutionary process that will take several years, and is recommending the following goals, policies and strategies to provide direction for the transition. The following elements are deemed essential to developing community-oriented policing strategies in Springfield:

3.1.1 GOAL: A balance between law enforcement, prevention and problem-oriented police services - There is a need for a committed partnership between the police department and the law-abiding citizens in the community. This partnership needs to be based upon the understanding that police and citizens have complementary roles in the areas of law enforcement, prevention and problem-solving.

3.1.2 GOAL: Problem Oriented Policing - existing police services are based upon priorities that deal very efficiently and effectively with high priority emergency calls for service and investigation of serious crime. The Community Service Officers assigned to Patrol have improved the delivery of non-emergency police services. However, because these activities usually consume the bulk of available police resources, minimal time is available to work with citizens to solve recurring "quality of life" problems in neighborhoods. Problem-Oriented Policing involves a four stage process: (1) Scanning the issue (2) Analysis of the problem (3) Response and (4) Assessment of response for effectiveness.

3.1.3 GOAL: Crime Analysis Capability - Problem-oriented policing requires that decisions are responsive to actual needs. To ensure this responsiveness, it is critical an agency possess a Crime analysis capability. This capability enables a department to not only identify crime patterns and trends, but also identify the broader nature of neighborhood and community problems to which police are expected to respond.

3.1.4 GOAL: Greater opportunity for police employees to interact with law-abiding citizens in non-emergency settings - There are three essential elements to the success of a problem-oriented policing strategy. These are: (1) working together (2) developing trust and (3) sharing power. The police and community need to find ways to interact that will foster these elements. The urgencies of an emergency situation do not afford this opportunity. It can only occur through routine home and business visits, neighborhood meetings, chats on the street, etc.

3.1.5 GOAL: Involvement and support from other city departments, social service agencies, schools, churches, etc. Given an expanded role for police in

the community, police will need the cooperation of other city departments in dealing with identified problems that require other than police services.

After reviewing a multitude of community oriented policing strategies, the Police Planning Task Force in 2006 unanimously endorsed the implementation of a community service officer (CSO) program as the cornerstone for implementing community-oriented policing in Springfield. The following is a general description of how the CSO program may be structured.

The pay scale for CSO's is less than for sworn officers, reflecting the non-sworn nature of their job duties and in keeping with the intent to provide the community police services in the most cost-efficient and effective manner possible. The scale must be sufficient to attract qualified applicants.

CSO-1:

The CSO-1 position is an entry-level position. Normally, this position will be assigned to the Patrol Bureau. Primary duties are: parking control, abandoned vehicles, traffic direction, nuisance enforcement, animal complaints, assistance calls, delivering emergency messages, noise complaints, lost children, found property, subpoena service, traffic signal malfunctions, investigating and reporting of cold crime reports, etc.

CSO-2:

The CSO-2 is a promotion from CSO-1. However, a person may be hired at the CSO-2 level if they possess the required knowledge, skill and abilities and are able to perform the required duties. In addition to CSO-1 duties, a CSO-2 may be assigned duties related to coordination of various investigations or crime prevention programs and performing education and prevention presentations. Primary duties are: facilitate interaction between the police and citizens; interview citizens (either at the station or community locations) about their concerns and problems in their neighborhoods; assess community crime and fear by conducting pre- and post- surveys and needs assessments; review and analyze crime reports to identify trends in location, frequency and type of crime; research possible solutions to problems and identify strategies for action; help mobilize community residents to take an active role in community affairs; and bring together the necessary government agencies, private agencies, and community groups to resolve neighborhood problems. Under direction of a supervisor, they may facilitate community meetings and develop problem-solving strategies.

Expansion of the CSO program must follow funding. Approval in 2002 of a General Operating Levy and subsequent renewal in 2006 enabled the department to implement the Patrol Support CSO program.

OPERATIONAL STRATEGY:

The Department has consistently stressed the point that the elements of community policing include a balance between the maintenance of law enforcement services, prevention and education, and the added dimension of problem solving. There is a strong belief in hiring the right people in each of these areas who are best suited to provide the services. Police officers are best suited to provide enforcement services

and CSO's (as proposed) are best suited for prevention, education and facilitation of problem solving services. The Police Planning Task Force is convinced the proper mix of police officers and CSO's, working in concert, will enable the city to provide community policing services in the most efficient and cost-effective manner possible.

The Police Planning Task Force endorsed the community service officer concept and the goals and policies included in this plan in 1996. The task force recognizes the constraints upon the City but encourages the City to create opportunities for implementing the adopted goals and policies.

3.2 COMMUNITY INTERACTION

INTRODUCTION: The department and the community share in the responsibility to create an environment in which effective interaction can occur. The department must provide the means by which citizens can easily access the department, particularly managers and supervisors, and citizens must be willing to ask questions, raise issues and share the responsibility for problem solving. If citizens have the ability to access the department, have their questions promptly answered, and have their opinions respected, they are more likely to regard the department with trust and confidence.

Developing these relationships is the responsibility of every department employee and community interaction is an element of police services that is inherent in everything the department does, including administration and management, operations, prevention, etc. Accordingly, we hold ourselves accountable to the public. Critical policy areas include citizen complaint procedures, media relations and use of volunteers.

3.2.1 GOAL: Maintain positive relationship with media.

1. Policy: Uniformly disseminate public information on police incidents and departmental activities.

Strategies:

- a. Release information in accordance with Oregon Bar Press Guidelines.
- b. Ensure media releases are completed on all major incidents.
- c. Seek media assistance in informing and educating the community on important public safety matters..
- d. Meet periodically with members of the local media to discuss matters of mutual interest.

3.2.2 GOAL: Ensure the public receives efficient, effective, and impartial police services.

1. Policy: Document and investigate all allegations of misconduct by department employees.

Strategies:

- a. Ensure citizen complaints are documented and investigated.

- b. Ensure named employees are notified and that their due process rights are protected.
- c. Ensure the complaining citizen is kept informed of the progress of the investigation and is informed of the final determination.
- d. Ensure the department will inform complainants of alternative methods of recourse available to them.

3.2.3 GOAL: Expand volunteer services.

1. Policy: Utilize volunteers whenever possible and appropriate.

Strategies:

- a. Re-establish a full-time Volunteer Coordinator position.
- b. Ensure that volunteers have proper equipment, work space, and supervision.
- c. Ensure equipment, materials, supplies, space needs, and supervision of volunteers are considered in future planning for the department.

3.3 ADMINISTRATION AND MANAGEMENT

INTRODUCTION: The Office of the Chief provides direction for administration and management of the police department. This includes planning, organizing, staffing, directing, coordinating, reporting, and budgeting activities of the department. The main goal is to provide leadership necessary to direct the efficient and effective administration of the department in a manner that is consistent with the department mission and goals. Primary objectives are responsiveness to citizen concerns, accountability, positive community relations, and positive employee relations.

Strategic planning is vitally important to the administration and management of the police department. This process must involve the community and must include setting long-range goals, preferably for a period of twenty years, with an emphasis on the next five years of the plan and updates at not more than five year intervals. A long range strategic plan is important to avoid the organizational chaos that is created when growth occurs at unplanned intervals, usually in response to the need to catch up with increased demand for service. A rational plan for growth or reductions is important in the development of annual budgets and to provide a consistent long-range direction.

It is the responsibility of the Chief of Police to establish operating policy for the police department consistent with policy direction of the City Council. Written policies are developed to set forth the enforcement policy of the department, define the limits of individual discretion, and provide guidelines for the exercise of such discretion. Written policies are not only intended to provide department employees with direction in the performance of their duties, but also to provide members of the public a written standard by which they can measure the performance of the department.

3.3.1 GOAL: Improve organizational efficiency and effectiveness through continual examination of organizational, programmatic, and technological means to achieve department and city goals.

1. Policy: Conduct organizational review during each annual budget preparation process to determine what organizational changes, if any, will result in greater efficiency and effectiveness.

Strategies:

- a. Analyze workload to determine which parts of the organization must be expanded or reduced to meet organizational objectives.
- b. Examine potential for reorganization as vacancies occur to achieve greater organizational functionality.
- c. Maintain the redundant expertise for the financial management capacity of the department (budget, purchasing, accounts payable, payroll, etc.).
- d. Develop a process for strategic planning capacity within the department to include developing better management information systems, crime analysis capability, and coordination with other city departments (specifically the planning division of the Development Service Department) and other agencies.

3.3.2 GOAL: Maintain commitment to excellence in the area of policy development and operational practices.

1. Policy: Ensure that policies and procedures are based upon law and professional standards, and are consistent with community norms and expectations.

Strategies:

- a. Remain current with professional standards, changes in law, and court decisions which affect policy and procedure development.
- b. Conduct an annual review of lawsuits filed against the department, grievances filed by employees, complaints filed against the department and its members, and feedback from the community to determine if changes in policies and procedures should be made.
- c. Conduct an annual review/update of department policies and procedures.

3.3.3 GOAL: Eliminate reliance on Levy support for law enforcement services.

Develop a Council-approved strategy to eliminate the necessity for obtaining voter approved levy funding for the nearly 20% of police department staffing.

3.4 OPERATIONS

INTRODUCTION: The operations components of the police department consist of Patrol, Investigations and Jail functions.

Patrol is the uniformed component of the Police Department. It provides 24 hour response to calls for service. Services include patrol, traffic law enforcement, reporting, preliminary investigation, selected follow-up investigations, accident investigation, and parking and animal control. Calls for service are prioritized based upon the seriousness and immediacy of threat to life and property. From 2000 through 2009, calls for service increased from 53,450 to 55,328, an increase of 3.5%, while population increased from 51,700 to 57,224, an increase of 10.6%. Trends in the numbers of reported crimes generally follow national trends, and have been trending downward since 2000. Reported crimes against persons decreased from 1399 to 895, or 36%, over the ten year period. Property crimes decreased from 5972 to 3921, or 34%, while behavioral crimes increased from 1912 to 1938, an increase of slightly more than 1%. Overall, reported crimes decreased slightly from 8,532 to 8,120, a decrease of 5.0%.

There is a need to maintain patrol resources to provide services at current levels as the city grows in area and population increases. A second need is to increase the time available for officers to interact with citizens in a proactive manner in non-emergency settings and to engage in directed patrol strategies in areas with identified crime or other neighborhood problems. This concept is consistent with the philosophy of Community or Problem Oriented Policing.

Investigations provides follow-up investigation of all homicides, serious assaults, rapes and robberies. Other felony and Class A misdemeanor cases are assigned for follow-up investigation if there is sufficient information and/or evidence to ensure reasonable probability the case may be solved. Additionally, Investigations personnel participate in interagency investigative efforts, i.e. the Interagency Narcotics Enforcement Team and the multi-disciplinary child abuse team. Only the most serious criminal incidents currently receive follow-up investigation. The District Attorney's need for ever more thorough investigations during the trial of major cases has also increased investigative workload. The resource reductions experienced by the District Attorney has resulted in decisions by that office to not prosecute most misdemeanor and some felony offenses. The City of Springfield Municipal Court has jurisdiction to prosecute all misdemeanor offenses provided for in State Law which shifts the workload to the City Prosecutor.

In addition to maintaining the ability to investigate serious crime, there is a need to develop greater capability to respond to anticipated increases projected in the areas of: high tech crime, computer crime, white collar crime, crimes against the elderly, domestic and child abuse, and youth violence.

The overall supervision of jail operations is the responsibility of the Commander of Investigations and Records.

3.4.1 GOAL: Provide efficient and effective patrol and investigative services to the community

1. Policy: Conduct regular review of calls for service and crime reports in relationship to the department's ability to respond to service demands.

Strategies:

- a. Conduct on-going analyses of calls for service and case assignments to ensure that workload is evenly distributed to available patrol officers and investigators.
 - b. Allocate available resources based upon above analyses.
 - c. Continually analyze patrol districts with consideration for realignment.
 - d. Evaluate the workload and service delivery in Patrol.
 - e. Evaluate the need for additional staffing resources based upon objective criteria: Calls for Service, population increase, officers per thousand, public expectations, prosecutorial demands, patrol time available, calls for service volume, response time for calls, dispatch times for calls, geographic expansion of the city.
2. Policy: Maintain Department's capability (Police K-9, SWAT, Hostage Negotiators, Motor Officers, Major Accident Investigations Team/MAIT, etc) to respond to unusual occurrences.

Strategies:

- a. Provide training and equipment to maintain necessary level of skills and capability to perform specialized duties.
- b. Provide proper written policies and procedures to guide special operations.

3.4.2 GOAL: Maintain capacity to respond to changes in criminal activity.

1. Policy: Develop greater expertise and capacity to respond to high tech crime, computer crime, white collar crime, crimes against the elderly, domestic and child abuse, and youth violence.

Strategies:

- a. Provide investigators with training in strategies to combat high tech and white collar crime.
- b. Explore the development of interagency teams to combat high tech and white collar crime.
- c. Emphasize combined prevention/law enforcement strategies to combat crimes against children and the elderly.
- d. Further develop and continue existing partnerships with schools and the Department of Youth Services including the maintenance of school resource officers (SROs).

- e. Engage in Joint Agency Task Forces for short term response to specific crime problems where such tactics demonstrate success.

3.4.3 GOAL: Work in concert with other agencies to develop a collaborative approach to criminal investigations.

1. Policy: Conduct regular review of relationships with criminal justice governmental agencies to ensure positive working relationships and support.

Strategies:

- a. Participate in interagency task force efforts that are mutually advantageous.
- b. Coordinate with other agencies with common problems and avoid duplication of services.

3.4.4 GOAL: Maintain emergency operations/disaster response capability.

1. Policy: Promote Fire & Life Safety Department's efforts to develop an organized, coordinated emergency management system that addresses mitigation, preparedness, response, and recovery.

Strategies:

- a. Continue to work with Springfield Fire and Life Safety to update City's emergency operations plans.
 - b. Conduct regular reviews of Department's emergency operations and disaster plans.
 - c. Support resources being allocated for emergency management.
 - d. Support purchase of necessary training and equipment.
2. Policy: Maintain emergency operations readiness.
- a. Regularly inspect and test emergency operations equipment.
 - b. Provide annual training to Department personnel in emergency operations procedures, including disaster and civil disturbance operations.
 - c. Participate in regional disaster exercises.

3.5 PREVENTION

INTRODUCTION: Crime Prevention provides information and education to citizens, private businesses and other public agencies on personal safety and property protection. Assistance is provided to neighborhoods and businesses which desire a neighborhood or business watch program. Security surveys are offered for private homes and commercial buildings. Other services include the coordination of Citizen Police Academy, Safety Town Program for pre-school children, and Volunteer Services program.

The Crime prevention unit is minimally staffed and resourced to provide the existing services.

3.5.1 GOAL: Strengthen collaboration and cooperation with schools, social service agencies, other criminal justice agencies, etc., to promote conditions that foster cooperative prevention strategies.

1. Policy: Establish and maintain formal and informal networks with other agencies.

Strategies:

- a. Participate on interagency groups working on developing comprehensive prevention strategies.
- b. Continue effective means for information sharing.

3.5.2 GOAL: Work to prevent youth gangs and reduce youth crime and violence.

1. Policy: Work assertively with other agencies and the community in developing multi-faceted prevention strategies.

- a. School focus. Conduct a thorough search for effective intervention technologies. Continue implementing coordinated education, working with the community, etc. Provide anti-gang education for youth through implementation of School Resource Officers, Community Service Officers, and Gang Officers.
- b. Recreation. Coordinate with other agencies on recreational programs for juveniles.
- c. Family. Provide parent education and information about gangs.
- d. Services. Support aftercare programs where home situations are not stable, programs for kids on the streets, and shelter care as needed. Work with other agencies to provide opportunities or referrals.
- e. Public safety. Continue training police officers to work with troubled youth.
- f. Provide support for the Department of Youth Services to ensure the capacity to deal with juvenile offenders in a manner that provides appropriate consequence for unlawful conduct.

- g. Review city code and state law to determine the need, effectiveness, and feasibility of support for new laws providing police more effective tools to deal with juvenile status offenses such as runaway, truancy, and curfew.
- h. Continue working with the Department of Youth Services to examine the feasibility of establishing juvenile peer courts where young offenders are tried and sentenced by other youth.

3.5.3 GOAL: Maintain a Community Service Officer program to provide the base for transition to community policing strategies.

1. Policy: Employ and train non-sworn Community Service Officers (CSO's) to provide the link between law enforcement, prevention and problem-oriented policing services.

Strategies:

- a. Develop training programs to provide the skills and abilities to staff to provide problem solving solutions.
- b. Ensure Community Service Officers are provided the legal authority to perform prescribed duties.
- c. Develop prevention and problem-oriented policing strategies that focus on dealing with the effects of lower priority criminal activity and neighborhood problems that affect the quality of living in the neighborhood.
- d. Ensure that Community Service Officers are fully integrated into the organizational structure and that they work in concert with Patrol Officers and Investigators.

2. Policy: Ensure opportunities for citizen input into the identification of problems and the development and implementation of problem solving and prevention strategies.

Strategies:

- a. Assign Community Service Officers based on community needs.
- b. Ensure Community Service Officers work with involved police officers and affected neighborhoods in developing problem solving and prevention strategies.

3.5.4 GOAL: Provide crime prevention programs that promote safe conditions and foster responsible attitudes and behavior in the community.

1. Policy: Create a balance between crime prevention and law enforcement services.

Strategies:

- a. Examine and make recommendations on effective ordinances to deal with nuisance abatement.
- b. Encourage incorporation of Crime Prevention Through Environmental Design (CPTED) principles into planning and building codes. Wherever possible, work with developers and builders to provide advice on environmental safety issues in the design and construction of new buildings.
- c. Expand existing crime prevention programs (Neighborhood Watch, Safety Town and Lock-Out Project).
- d. Evaluate opportunities to restore Drug and Violence prevention instruction in the schools.
- e. Examine growth possibilities and potential for neighborhood stations.

3.6 SUPPORT SERVICES (COMMUNICATIONS, RECORDS, PROPERTY)

INTRODUCTION: Support services are critical to providing police services. Uniformed officers and investigators cannot perform their work without adequate support from communications, records and property units.

The Communications Unit provides 24 hour public information, radio, computer, and telephone communications to the public and on-duty officers. All dispatched calls for service are processed in some manner by Communications Center personnel. Two Dispatchers should be available at all times in order to reduce or eliminate the necessity for relief from the Watch Commander.

The Records Unit receives, maintains, and routes records generated by the department. In addition, Records handles requests for service at the public reception counter, takes telephone reports, and manages the Department's computerized data information systems. As workload increases for direct service personnel, there is a commensurate increase in workload for Records staff. On weekends and after 5 p.m. there is often only one Records Clerk ~~is~~ available. The impact here is that call-taking capabilities are diminished resulting in longer wait times for citizens to reach police services or disconnecting before reaching police services.

The Property Unit provides for the proper reception, accounting, and storage for all property and evidence received by the department. This includes returning property to lawful owners and legal disposition of unclaimed property.

There is need to recognize that when direct service personnel are added to the workforce, there is a need to ensure adequate support personnel are included.

3.6.1 GOAL: Provide adequate support services to ensure efficient and effective delivery of patrol and investigative services.

1. Policy: Provide a communications system able to meet the daily and immediate needs of the Department.

Strategies:

- a. Conduct all voice radio operations in accordance with Federal Communications Commission (FCC) procedures and requirements.
 - b. Use 9-1-1 system for emergency service.
 - c. Provide a public telephone number for citizen non-emergency access.
 - d. Staff the Communications Center to provide for two on-duty Communications Officers 24 hours per day, seven days per week to reduce or eliminate dependence on the Watch Commander for relief and back-up.
2. Policy: Provide records system that meets all mandated legal processes and reports; handles all telephone and walk-in (counter) reports.

Strategies:

- a. Conduct Records functions in a manner required by law.
- b. Staff the Records section to provide 24 hour access to the public reception counter and telephone lines, in order to reduce or eliminate dependence on the Watch Commander for relief or back-up, and to substantially reduce the probability of citizens receiving no answer on non-emergency calls.
- c. Encourage and cooperate with other regional public safety agencies to develop an electronic report writing system in order to reduce paper handling and data entry requirements by Records staff.

3.6.2 GOAL: Maintain a secure system that accurately records, protects, houses, and lawfully disposes of property that comes into the possession of the police department.

1. Policy: Conduct regular inspections of property system, storage facility, property tracking system, and disposal practices.

Strategies:

- a. Conduct regular facility inspections and audits of the property function.
 - b. Explore the use of technology, such as bar coding, to provide increased efficiency in the handling of property.
 - c. Provide regular training to officers on the proper handling of evidence.
 - d. Maintain positive interactions and explore opportunities to maximize efficiencies with the District Attorney, Juvenile Department and City Prosecutor to enable the rapid disposition of property.
2. Policy: The department will regularly monitor the needs of the property handling function to provide adequate storage for property coming into the possession of the police department.

Strategies:

- a. Maximize space available via storage systems or improved disposition of cases.
- b. Research the market for products and methods that provide efficient utilization of storage space.

3.6.3 GOAL: Protect employees and the community by responsibly handling hazardous materials encountered by the police department.

1. Policy: Employees shall be trained to respond to hazardous material and biohazard incidents. Training will address the utilization of equipment and the use of safety barriers in dealing with such materials and the proper handling and method of disposal of hazardous materials.

Strategies:

- a. Provide employees responsible for the handling of hazardous materials with contemporary training and equipment to safely and responsibly deal with hazardous materials.
- b. Seek outside expertise when appropriate and available for the handling of hazardous materials.
- c. Ensure that immunizations and medical examinations are received by affected personnel in accordance with State and Federal requirements.
- d. Work with Fire and Life Safety, Department of Environmental Quality and other agencies to ensure that employees are working safely and within statutory requirements.

3.7 HUMAN RESOURCES/EMPLOYEE DEVELOPMENT

INTRODUCTION: Human resources are the most valuable assets in any organization. Appropriate supervision is a critical component of efficient and legal operations of the police department. It is critical to provide training to supervisors to support appropriate supervision.

There is a need to recruit greater numbers of women and minorities for supervisory and sworn positions. The labor market is relatively competitive with law enforcement organizations across the state recruiting new officers. Mid-level managers are also being recruited by other organizations. Retention of trained, valued employees will become a challenge for the organization.

3.7.1 GOAL: Recruit and maintain a highly skilled, motivated and productive workforce.

1. Policy: Select employees who are able to perform the duties and responsibilities of the position for which they were selected.

Strategies:

- a. Ensure selection standards and tests are job-related.
- b. Attract and retain applicants who are motivated to public service and who demonstrate a positive attitude towards people.

2. Policy: Increase diversity of representation particularly in the sworn ranks, to reflect the demographics of the community.

Strategies:

- a. Maintain a work environment free from harassment and discrimination.
- b. Aggressively recruit applicants from diverse backgrounds.
- c. Consider equal opportunity goals when making selection decisions.
- d. Continue to examine potential barriers to successful recruitment of women and minority applicants.

3. Policy: Provide training programs to meet the current and projected service needs, including training for technological advances.

Strategies:

- a. Provide supervisory and management training to prepare employees for promotion to supervisory and management positions.
- b. Provide new supervisory and management personnel with appropriate training.
- c. Develop minimal training requirements for each position (rank/assignment) in the organization
- d. Ensure adequate training resources are provided to ensure mandated and specialized training needs are met.
- e. Conduct periodic training needs assessments to determine training needs and to ensure contemporary training is being provided.
- f. Provide all employees with training in conflict resolution and problem-solving strategies.

4. Policy: Establish incentives for employees to pursue career development opportunities within the Department.

Strategies:

- a. Examine opportunities for employee promotion, specialized assignments and departmental growth.
- b. Ensure compensation is regionally competitive.
- c. Develop individualized training plans for each employee, focusing on the interests of the employee and establishing direction for attaining skill training development within defined time periods.

3.7.2 GOAL: Provide a classification and compensation system that offers incentives for persons to seek promotion.

1. Policy: Provide a fair and equitable salary spread between union represented employees and non-represented employees.

Strategy:

Establish a compensation policy that resolves salary compaction.

3.8 FACILITIES AND EQUIPMENT

INTRODUCTION:

The preceding Long Range Plan identified a goal of constructing a new Police/Courts building that meets security requirements, facilitates effective and efficient delivery of services, and provides an open and accessible venue for the public. The Plan identified a need to construct a municipal jail with sufficient capacity to meet the needs of our community and to hold offenders accountable for crimes committed in Springfield.

A bond measure was presented to and approved by voters in November 2004, for the construction of a new Police/Courts/Municipal Jail facility. The Police/Courts facility was completed and occupied in September, 2008. Once this phase was completed, construction began on a Municipal Jail on the site of the former police facility. The Jail was completed and opened in January, 2010.

3.8.1 GOAL: Efficient operation of the municipal jail.

Policy: Provide a municipal jail with sufficient capacity to meet the needs of our community, to hold offenders accountable for crimes committed in Springfield, to increase officer efficiency and reduce stress by minimizing the time spent transporting and booking offenders into the existing county jail facility, and to relieve overcrowding on the existing county jail facility.

Strategies:

- a. Develop and exercise a staffing model to minimize personnel costs.
- b. Reduce booking times relative to the Lane County Jail.
- c. Examine staffing needs based upon actual experience after one year of operation.

3.8.2 GOAL: Review operational policies for Municipal Jail Operations.

Strategies:

- a. Reaffirm or modify the mission of the Springfield Municipal Jail.
- b. Conduct a review of the policy manual for municipal jail operations.

3.8.3 Goal: Develop measurements to determine the effectiveness and efficiency of the Municipal Jail.

Strategies:

- a. Identify key indicators or benchmarks for success that should include cost containment and crime reduction.
- b. Develop and track measurable outcomes and indicators including:

Short term indicators of success:

- Misdemeanor offenders are incarcerated (jail is full)
- Failure to appear rate goes down
- Bail is posted; fines are paid
- Crime numbers go down
- Personal property crimes are reduced
- People will feel safer in their neighborhoods
- Officers will use their time more efficiently by not re-arresting the same offenders

Intermediate term indicators of success:

- Reduced future needs for additional police staff
- Benefits will be felt by surrounding communities
- Reduction in duplication of services (especially in transporting prisoners)
- The City will develop the capacity to lease out beds to other jurisdictions
- The City will avoid becoming dependent on lease revenue

- Recruitment and retention will become easier as the Springfield PD becomes a highly desirable agency to work for

Long term indicators of success:

- Businesses and industries prefer to locate in Springfield because of the quality of life
- People in general want to move to Springfield because of the enhanced quality of life
- Police officer morale improves

3.8.4 GOAL: Maintain a communication system that is reliable and secure.

1. Policy: Keep abreast of technological advances that influence the ability of the department to provide reliable and secure communications.

Strategy:

- a. Track technological advancements in the field of communications, and monitor developing deficiencies in the department's existing communications system.
- b. Utilize wireless technology to improve officers' efficiency in the field.

3.8.5 GOAL: Provide employees with contemporary and proper personal equipment to do their work in a safe, effective, and efficient manner.

1. Policy: Conduct periodic evaluation of personal equipment issued to department employees to determine if it is meeting present day demands.

Strategies:

- a. Supervisors periodically inspect department-issued equipment to ensure it is being properly maintained and is in working condition.
- b. Supervisors periodically review and evaluate equipment provided to meet special needs such as SWAT, Motors, Investigations, and handling of hazardous materials.

3.8.6 GOAL: Participate in regional Public Safety Information System upgrades.

1. Policy: Move all Area Information Records System (AIRS) modules from the mainframe computer to client/server platform.

Strategy:

Implement AIRS Strategic Plan

3.8.7 GOAL: Provide state-of-the-art equipment to effectively and efficiently investigate criminal activity.

1. Policy: Provide sufficient equipment to perform the tasks associated with criminal investigations.

Strategies:

- a. Conduct regular inspections for serviceability of existing equipment.
- b. Identify equipment that will improve efficiency and effectiveness.
- c. Scan the industry for replacement equipment as needs develop or replacement of existing equipment is necessary.

3.8.8 GOAL: Provide adequate training facilities for police personnel.

1. Policy: Explore options for a driver training facility.

Strategies:

- a. Study adequacy of current facility.
- b. Maintain cooperative agreement to use the David Burks Memorial Training facility.

3.9 COOPERATION AND COORDINATION WITH OTHER DEPARTMENTS AND AGENCIES

INTRODUCTION: The department has a long history of working cooperatively with other metro law enforcement agencies. In October of 1992, a committee of agency heads from Springfield Police Department, Eugene Police Department and Lane County Sheriff's Office completed a Metropolitan Policing Coordination and Cooperation Project. The report cited the experiences with successful regional programs, including the 9-1-1 communications facility, the criminal justice records system (AIRS), the interagency narcotics enforcement team (INET), and mutual aid agreements as evidence of the spirit of cooperation between the agencies. A variety of factors require close cooperation and coordination between agencies as additions and deletions in one agency have direct impacts upon all other local agencies. There is a need to continue to examine areas in which consolidation, coordination, and cooperation will better serve the respective metro communities.

3.9.1 GOAL: Maintain and improve consolidation, coordination, and cooperation with departments and agencies in the metro area.

1. Policy: The Department will continue to play an active role in regional coordination/cooperation efforts.

Strategies:

- a. Maintain a clear list of agency liaison staff assignments.
- b. Continue Springfield's traditional leadership role in metro cooperative efforts.
- c. Maintain coordination and cooperative opportunities.
- d. Explore opportunities for coordination with non-traditional partners.

3.9.2 GOAL: Track legislation at the State level and advocate as necessary to represent the best interests of the metro area.

1. Policy: The Department will continue to play an active role in State legislative issues.

Strategies:

- a. Work with City legislative liaison to track legislative issues affecting Springfield.
- b. Work with regional legislative liaisons/lobbyists to track and influence legislation which has regional impact.
- c. Propose State and local legislation as necessary to accomplish the Springfield Police Department mission.

3.9.3 GOAL: Continue Police Department involvement in review of Springfield City Code.

1. Policy: The Department will play an active role in review/rewrite of Springfield City Code.

Strategy:

Work with other City departments in review of City Code as appropriate.

3.10 LONG RANGE STRATEGIC PLAN REVIEW AND UPDATE

INTRODUCTION: While this plan provides the guide by which the Springfield Police Department will direct its operations, the plan must periodically be reviewed and updated to meet new demands and explore new opportunities.

3.10.1 GOAL: Maintain a current long-range plan.

1. Policy: Provide for long-range plan review and update.

Strategies:

- a. Conduct an annual staff review of the plan to prepare budget requests and measure progress toward accomplishing plan goals.

- b. Convene a Police Planning Task Force subcommittee at not more than five year intervals to update the long-range plan.

3.10.2 GOAL: Establish an on-going strategic planning process to respond to community trends and issues.

1. Policy: The police department will actively seek Police Planning Task Force involvement in the development and/or update of long-range plans.

Strategies:

- a. Continue to use periodic surveys to determine citizen attitudes, areas of concern and issues.
- b. Maintain the Police Planning Task Force, which meets at least quarterly for the purpose of reviewing progress toward the goals of the long range strategic plan.
- c. Use the Police Planning Task Force to assist in developing and/or updating the long-range plan.
- d. Conduct community forums and workshops to provide citizens with information and the opportunity to review draft plans and provide input.
- e. Maintain liaison with the City Planning Division to ensure input on city-wide planning issues affecting public safety.
- f. Develop and utilize Geographic Information Systems/Crime Analysis capabilities.

2. Policy: Work with citizens to draft rational plans for expansion or reduction of services in response to trends, issues, and service demands.

Strategies:

- a. Conduct an annual workload analysis and forecast trends to determine staffing needs in five-year periods corresponding to the intervals specified in the long-range plan.
- b. Develop plans to expand the use of volunteers and reserve police officer program.
- c. Develop annual budgets based upon five-year projected needs.

3.11 FISCAL IMPLEMENTATION

INTRODUCTION: Police services are primarily funded by the General Fund, the Police Operations Levy, and with the opening of the jail, Jail Fund revenue. Some revenues such as court fines (primarily traffic), fees (primarily from dog licensing), and auction income, support the General Fund. The Department also aggressively uses risk management to recover costs for damages to city property resulting from neglect or error

of a third party. These combined revenues rarely off-set costs of police services by more than ten-percent of the Police Department budget.

The department examines grant opportunities in an effort to increase service capability and technological expertise in the most cost effective manner. In some cases however, the use to which grant money may be put, and the restrictions attached in the form of non-supplanting and local match-money requirements make grants of limited long-term value. The Department often takes advantage of special grants such as Oregon's Department of Transportation safety grants, to provide overtime cost resources to enhance special traffic safety enforcement activities. The Department is involved in several grants through the federal Community Oriented Policing (COPS) Office, the Federal Department of Justice, and the Oregon Association of Chiefs of Police.

There has been a trend in governments to become more "entrepreneurial" in funding services. State law restricts the collection of some fees, such as the cost of providing records under the Public Records Law, to actual cost to provide the service.

The criminal justice system severely restricts the ability of police departments to recover costs from perpetrators of crime. Some mechanisms exist in limited circumstances to exact civil forfeiture, and occasionally to have criminals pay restitution for specific damages. A large body of case law requires police departments to provide uniform service delivery throughout their service area.

3.11.1 GOAL: Provide general funded police services in a manner which will meet community expectations in prevention and law enforcement services.

1. Policy: Develop new revenue proposals.

Strategies:

- a. Improve cost recovery mechanisms for applicable services.
- b. Plan for and manage public safety levy, grants, or other funding sources.

APPENDIX 1 - COUNCIL RESOLUTIONS

RESOLUTION NO. 94-34

A RESOLUTION CONCERNING CREATION OF A CITIZEN POLICE PLANNING TASK FORCE TO DEVELOP A LONG RANGE PLAN FOR PROVIDING MUNICIPAL POLICE SERVICES

WHEREAS, the City of Springfield is vitally interested in the development of a long range plan for providing municipal police services in a cost effective manner;

WHEREAS, the provision of long range municipal police services should be done in a manner which stabilizes the revenues and expenses of such services with the goal of eliminating "crisis" reductions in such services; and

WHEREAS, the Police Chief has requested the appointment of a Citizen Task Force to assist the Council in addressing these issues.

NOW THEREFORE, the City of Springfield does resolve as follows:

Section 1: A ten member Citizen Task Force shall be appointed by the City Council to address a long range plan for the provision of municipal police services. The membership of the Task Force shall initially consist of:

Six neighborhood/citizen-at-large representatives, one School District 19 representative, one Willamalane Parks and Recreation District Representative, and two representatives of the local business community.

In addition the Council may appoint one or more Council members to serve as Council Liaison. The Chief of Police shall be assigned as management team liaison to the Task Force. The police planner and other city staff shall serve as staff support to the Task Force. Vacancies on the Task Force may be filled by the Council.

Section2: The Task Force shall:

- a. Develop findings related to existing police services;
- b. Gather information on future trends and issues regarding police services; and
- c. In concert with members of the police department and others, develop a Long Range Strategic Plan for police services to include goals, policies, recommended strategies and identification of potential funding strategies.

Section 3: The Task Force shall provide opportunity for community-wide involvement in the planning process.

Section 4: The Task Force shall complete their work and present their findings to the City Council within eighteen months from the date of formation. If necessary, the Council may extend the time period to complete the Task Force's work.

Section 5: The Task Force shall provide Council periodic progress reports on the planning process.

Section 6: The Long Range Strategic Plan for police services shall be presented to the Council for appropriate action.

Adopted by the Common Council of the City of Springfield this 5th day of July, 1994, by a vote of 6 for and 0 against.

Approved by the Mayor of the City of Springfield this 5th day of July, 1994.

APPENDIX 2 - COUNCIL RESOLUTIONS

RESOLUTION NO. 96-15

A RESOLUTION CONCERNING THE ADOPTION OF THE LONG RANGE STRATEGIC PLAN FOR POLICE SERVICES (1996-2016).

WHEREAS, a safe and secure community is a top priority goal for the City Council;

WHEREAS, the City Council by resolution 94-34 created a citizen Police Planning Task Force (PPTF) and charged the members with the responsibility of developing a long range strategic plan for police services to include goals, policies and recommended strategies for the future;

WHEREAS, the PPTF strategic planning methodology was designed to meet the following objectives:

1. Reflect Council direction
2. Use of PPTF for obtaining community perspectives
3. Involve community and other experts in crafting the plan
4. View past practices, trends in police services, current issues, forecast future issues, and knowledge of the community to provide descriptions of likely future opportunities for the department
5. Develop a plan that responds to the future and links strategies to the budget and funding process;

WHEREAS, the PPTF has completed a long range plan for police services that meets the established planning objectives; and

WHEREAS, a major goal of the long range plan for police services is to implement more focused community-oriented policing strategies to create a desired balance between law enforcement, prevention and problem-solving services; and

WHEREAS, the PPTF has identified the forming of community partnerships and implementation of a Community Service Officer (CSO) program as key strategies to achieve the community-oriented policing goal.

NOW THEREFORE, the City of Springfield does resolve as follows:

Section 1: The PPTF has developed a long range plan for police services that is consistent with the City goal, "A Safe and Secure Community," and which provides a desirable direction for the provision of police services for the next twenty years.

Section 2: Based upon the above findings, which are hereby adopted, the goals and policies included in the Long Range Plan For Police Services (1996-2016) are hereby adopted.

Section 3: The recommended strategies included in the plan are recognized as potential means for implementing the adopted goals and policies, but are not adopted as city policies.

Section 4: The PPTF as constituted by Resolution 94-34 shall continue for the purposes of providing citizen input regarding police policy matters and Long Range Plan implementation to the Chief of Police. The PPTF will meet not less than quarterly and shall provide the City Council with an annual report of its activities.

Section 5: The City Council directs that fiscal implementation of the adopted goals and policies shall be considered each year during the annual budget process and is contingent upon available resources.

Section 6: A copy of this resolution shall be attached to the final version of the Long Range Plan for Police Services (1996-2016).

Section 7: Adopted by the Common Council of the City of Springfield this _____ day of 1996.

Approved by the Mayor of the City of Springfield the _____ of _____ 1996, by a vote of for and _____ against.

Mayor

ATTEST:

_____ City Recorder

APPENDIX 3 - FINDINGS - EXISTING SERVICES

These findings were updated by the Police Planning Task Force following a complete review of existing police services. They were originally published in a report in February 1995, updated in 2001 and again in 2009 for this report. Subsequent to the original Long Range Plan adoption, there has been progress in some areas. This progress is reported in notes following the related finding.

A3.1 ORGANIZATION

The Springfield Police Department is a high performing organization with excellent staff. The Department continues to perform well in spite of an increasing demand for service and limited resources.

The elimination of lieutenants several years ago as a cost-savings measure has eliminated a training level for first-line supervisors who may wish to be promoted to captain. The loss of those, and other middle management positions, has reduced close first line supervision capabilities, limited the capacity of the Department to conduct research and development projects, and limited the ability to conduct the reviews and assessments required by the General Order Policy Manual and the Long Range Plan.

The elimination of the Services Bureau captain's position has further strained the ability of the Department to conduct strategic planning or to fully implement a community oriented policing strategy.

The Municipal Jail opened in January, 2010, preceded by an opportunity for citizens to "spend a night in jail. Nearly 400 citizens took advantage of this opportunity and allowed the Department to exercise the facility prior to operation. While anticipated to have a significant impact on the operational efficiency of the Police Department, it is imperative that the value of the Municipal Jail be communicated effectively to the community.

A3.2 Calls for Service/Service Needs

Since 1998, calls for Police Services have grown at a rate slower than the population growth and the number of reported crimes has decreased. Department staffing has remained the same with an officer per citizen ratio that is below the state average, and the Department will need to grow in order to keep up with population and geographic expansion.

The citizens of Springfield are generally satisfied with the Department as a whole, but concerns remain about rising property crimes.

As the community continues to grow in geography and population, it is imperative that the department monitor telephone accessibility during other than business hours to ensure adequate service is being provided.

An increased visibility of police in neighborhoods and businesses is desired. Citizens have requested the use of foot patrol or bike patrol and outreach to special populations, and have responded favorably to limited implementation levels. The Department and the community also recognize the need for prevention and problem-solving services to deal more effectively with root causes of crime and conditions that result in community problems. The original long-range plan, as well as this update, call for an increase in the

number of patrol officers in order to increase visibility, allow for flexible patrol assignments to deal with short-term problem areas, and to more fully implement the community policing strategies through crime prevention, education, and neighborhood mobilization.

The Springfield Police Department is near its limit of being able to maximize service while confined by current resources. Most staff perform a variety of duties that are not strictly part of their job description. Volunteers are important in that they are part of the community and become an extension of police-community relations, key to the success of the department. The department is constrained in the ability to fully maximize the use of volunteers as a product of insufficient staff to supervise volunteers.

A significant factor affecting the Department's workload is the lack of effective sanction for offenders. There is a critical need for additional bed space to house juvenile and adult offenders at the county and state levels. Completion and operating the Municipal Jail will have significant impact for municipal offenders and we are confident that we will significantly reduce the crime rate and the number of arrests for failure to appear in Municipal Court. This will not resolve the deficiencies of the Lane County Jail or Lane County Juvenile capacity issues for which Springfield is dependent upon for felony adult charges and for Juvenile criminal behavior.

A3.3 FACILITIES AND EQUIPMENT

The Police Department, Municipal Court and City Prosecutor began occupancy of the newly constructed Justice Center in late 2008. The Municipal Jail began operations in January 2010. The physical facility will provide for growth and operational efficiencies for many years into the future.

The Police Department moved to a new multi-agency radio system during 2007, in concert with Lane County and the City of Eugene, funded by a Homeland Security Grant. The system provides for interoperability between law enforcement agencies. Because of the different frequency bands (UHF vs VHF) there continues to be a deficiency in radio communications between Fire and Police however solutions are being explored.

Equipment upgrades are necessary to ensure that communications equipment such as the radio, call-logging equipment and telephone systems continue to operate efficiently. Vehicles and computers need to be replaced when their useful life has been reached, and before the cost of maintaining them outweighs their value.

A3.4 POLICIES AND PROCEDURES

The Department's policy manual continues to provide each employee with the information they need to perform their duties safely and with the highest regard for professionalism. Policies are regularly reviewed for any necessary changes and when necessary, new policies or modified policies are published and employees are provided necessary training.

The Department also maintains plans related to emergency preparedness and critical operations. Although the Department has the necessary and required plans in place,

functional exercises are necessary to revisit and test the material covered in the plans. The Justice Center was designed to house the City's Emergency Operations Center.

This document is part of a process that will produce an updated long-range plan for the Department. The Department completed an update of the long-range or strategic plan in 2002. This plan should be reviewed and updated at least every five years in order to ensure that progress is being made, that goals and objectives are relevant and obtainable and that changing environmental conditions have been accounted for.

A3.5 CITIZEN INVOLVEMENT AND PUBLIC EDUCATION

The Department has had much success with volunteers. Staffing for supervision and coordination of volunteer services is the only impediment to maximizing the potential. The use of volunteers provides a link to the community and is one reason the Department is perceived to be in touch with the community. The Citizens' Police Academy is another link between the Department and the citizens, and has proven to be a positive experience for both.

The Department should seek every avenue to ensure open and positive communication with the Springfield community. The Department has a robust web site and encourages citizen comments via e-mail.

A3.6 STAFF

Officers are perceived as being very accessible, courteous, professional, efficient and dedicated. They are also seen as using the available resources effectively and efficiently. In addition, police employees demonstrate a high level of cooperation, cohesiveness and teamwork.

The high quality of employees is due to a diligent recruitment and hiring process. The Department has consistently recruited, hired and retained high-quality employees although there is considerable investment in the process. It takes one year to recruit, hire and place an officer on the street. One advantage to recruiting employees from the local area is that employees have a vested interest in the community and care about its future. The Department is finding that retaining high-quality employees is a competitive challenge. Competition with the private sector and with other law enforcement agencies offering higher pay, increased promotional or incentive opportunities and more special assignments have limited the Department's ability to compete in the market.

There will become a time for a need for additional police officers and direct support staff (records, communications and crime prevention specialists) to respond to the increased demand for basic services. To the extent that the Municipal Jail is effective, the need for resource growth will be reduced. This however, is influenced by population and geographic growth for which the police department has no control.

The Department has a number of qualified police officers who can be promoted to sergeant as openings occur, but there are few sergeants who have expressed interest or

have the training and experience to accept the senior management responsibilities of captain.

As supervisory and management staff leave it will be important to provide training and incentive to ensure there will be staff who are capable and willing to assume supervisory and management duties.

A3.7 Regional Involvement

The Department has had success in being involved in regional efforts such as AIRS, 9-1-1 call dispatching and INET. The Department was successful in working with Eugene, Lane County and Lane Community College to establish a regional police reserve officer academy at Lane Community College. The three agencies were successful in receiving Homeland Security Grant funding to implement a new regional radio system. The Department participates in utilization of a shared firearms training facility.

A3.8 Demographics

The Eugene/Springfield metropolitan area has an increasingly diverse, rapidly growing population, including an increase in non-English speaking persons. The Springfield community economically transitioned from dependence upon primarily wood products manufacturing, to a more diversified high-tech and non-manufacturing base.

A3.9 Planning

There is a need for the ongoing refinement of a comprehensive long-range plan for police services in order to ensure a rational response to community safety issues, to stimulate discussion regarding the proper level and role of policing in the Springfield community, to serve as a guide to future planning and operations, and to serve as a benchmark for measuring progress and success.

APPENDIX 4 - TRENDS AND ISSUES

For the purposes of this section, a trend indicates the direction in which the future is likely to be inclined based on available facts and information. An issue identifies what a trend means for the Springfield Police Department.

Throughout this section we differentiate between "calls for service" and "crimes". Calls for service include all telephone and walk-in communications, all 9-1-1 calls, all traffic stops and all responses to distress pleas. Calls for service may or may not be in response to crimes. Crimes refer to either serious crimes (homicide, rape, robbery, aggravated assault, burglary, theft, unauthorized use of a motor vehicle, and arson) or crimes that affect quality of life (simple assault, forgery, fraud, vandalism, prostitution, drugs, gambling, disorderly conduct, runaway, and others).

A4.1 Geography

Trend: The physical layout of Springfield is long and thin, running mostly east and west.

Issues:

- a. A long, narrow City makes rapid response to emergency situations difficult. Patrol vehicles are frequently dispatched to a call while some distance away.
- b. Many citizens do not live near the police station and growth occurring to the north, south and east is even farther from the station. This lack of accessibility to the station affects the department's relations with the community.
- c. The addition of Glenwood to the Urban Growth Boundary of Springfield will further stretch the ability of the Department to respond quickly to calls for service.

A4.2 Annexation

Trend: There is a trend towards annexing the unincorporated areas within the Urban Growth Boundary to the City of Springfield.

Issue: It is more complex to provide services in areas that are inside the Urban Growth Boundary transition but not annexed. The police may not enforce the city code in non-annexed areas to which services are being provided. Any enforcement action in these areas must be based on state law. City limits are irregular, making it confusing for officers and citizens to know when they are within or outside the city limits. This occasionally results in misapplication of the city code in areas in which state law should be used. This issue also results in a perception that unequal services are being provided to different areas.

A4.3 Legislation

Trend: There continues to be an increasing trend to push services, developed at a higher level of government, down to ever lower governmental levels without compensation for increased local costs.

Issue: The police department may be inheriting services previously provided by higher levels of government. As government services are pushed to lower levels, there will be greater competition for resources at the city level.

Trend: Nationally there is a trend for state and federal agencies to put an increasing number of mandates on local police departments.

Issue: The increasing number of mandates means that the police department needs to devote an increasing amount of its resources to meeting these mandates.

A4.4 Crime

Trend: Calls for service and the crime rate tend to lag about two years behind the national trends.

Issue: Responses to some types of calls for service get put aside since serious crimes take precedence. The Department must use its resources to identify and adapt to changing conditions in the community.

Trend: Staffing levels in the Department are minimally adequate today. As population growth occurs, the department will experience increasingly limited ability to respond to many types of calls for service from the public. The Department must respond to in-progress emergency calls first, resulting in response delays to property or nuisance related calls. The solution of course is to increase staffing levels in proportion to population, workload demands and geographical changes in the city. It is anticipated that the Municipal Jail will have a positive impact and reduce what otherwise would be necessary increases in staffing levels.

Issue: Failure of the police to respond to many non-emergency calls for service exacerbates the public's negative perception of the police department.

Trend: The nature of crime will change over the next 20 years.

Issue: Police hiring and training will need to anticipate and respond to these changes. Especially needed is a greater ability to cope with white-collar, computer, high-technology crimes, and the capacity to enforce child and family protection laws.

Trend: When the Lane County Jail reaches capacity, a predetermined matrix is applied to release the least violent offenders without bond. An overcrowded jail system for both adults and juveniles means the same people are being repeatedly arrested and released into the community in ever-increasing numbers. The result on the system has been an ever increasing rate of defendants failing to appear for court proceedings. The Municipal Jail will relieve some of the stresses on the Lane County Jail, however felons will continue to be housed in the Lane County Jail,

already inadequate to meet the needs of the Police and Courts throughout Lane County that relies on this facility. The political trend in Lane County has been reductions in service, closure of jail beds and reduction in staff. We are unaware of any plans to increase the size of the Lane County Jail, contrary to research data presented to the County Commissioners that demonstrate a fourfold need from its current size.

Issue: This leads to general cynicism on the part of the public of the effectiveness of the criminal justice system. This trend also increases the workload for the officers who must repeatedly re-arrest the offender for the failure when located.

A4.5 Police Department Operations

Trend: The Springfield Police Department has historically not grown in proportion to the city's population or to other city services. A successful General Operating Levy in 2002 and renewal in 2006 accounts for 20% of the staffing for the Police Department. There have been no staff increases other than one custodian funded from General Fund since well prior to the approval of the General Operating Levy. Also, the Department carries several non-funded vacancies in the General Fund, a few of which are currently filled with temporary grant funding.

Issues:

- The organization of the Department needs regular examination to determine the best structure to respond to city and departmental growth. New layers of mid-managers may be required to manage new work units, implement new programs and supervise a growing number of employees.
- Failure of the organization to increase staffing levels may result in some future decrease in the services provided by the Department.

Trend: The career longevity of Springfield police officers has historically been relatively high with a low turnover rate. In recent years, a large number of people retired in a short period of time, particularly from the mid-management and supervisory levels, resulting in a large number of new supervisors responsible for overseeing a much younger and less experienced workforce

Issues:

- New supervisors require adequate training opportunities, both before and after promotion.
- The department must evaluate its organizational structure and adapt to the changing needs of the organization and community.
- A younger workforce seeks opportunities for career advancement and specialized assignments. As a result, some employees may leave the Department for positions in other agencies with more opportunity for advancement, specialized training and special assignments.

Trend: Despite targeted recruiting, females are underrepresented in the sworn officers of the Springfield Police Department. There is the potential for this

also to be the case with minorities, but so far the percent of minorities in the sworn officers of the Department generally reflects the percent of minorities in the community.

Issue: A strategy must be developed to increase the female and minority representation in the sworn officer ranks of the Department to more closely reflect the demographics of the community.

Trend: There is a trend towards using strategic plans to anticipate and plan for future police services.

Issue: The Police Department must determine how to best utilize this information and develop a strategy to keep citizen involvement in this planning process.

Trend: Personnel costs continue to increase.

Issue: The Department will have to determine how to provide services given limited resources.

Trend: There is a trend towards greater cooperation among government entities, both vertically and horizontally

Issue: This trend toward working together, although viewed positively by the Department, makes it more complex to make decisions and to set policy. Since there are more players involved, the Department must spend more time working with these players. Increased cooperation also offers an opportunity to reexamine ways to avoid duplication of services or capabilities and to fill identified gaps.

A4.6 Technology

Trend: Computer Aided Dispatch (CAD) and crime mapping technology is becoming more sophisticated.

Issues:

- The department needs to work with regional partners in the acquisition of modern technology.
- People must be trained to use high technology.

Trend: Increased reliance on computer technology in society creates new opportunities for criminal activity.

Issue: The Police Department must acquire the technology and training to respond to these new types of crime.

A4.7 Community Policing

Trend: The community expects the department to interact and participate in community issues.

Issues:

- The Department must consider the impacts and opportunities involved in adding to the current community policing efforts.
- Organizational structure and traditional roles of sworn officers will be affected as efforts are made to involve the community in problem solving efforts.

A4.8 Community Expectations

Trend: As communities move toward Community Oriented Policing, opportunities to increase positive interactions with citizens are critical to the success of the Department as a member of the community.

Issues:

- Community relations are extremely important to the police department. The police department must ensure that the public understands that the Department is accessible, and knows how to access the Police Department and its employees.
- The role of citizen groups such as the Police Planning Task Force, Neighborhood Watch, and neighborhood revitalization groups will have increasing importance in promoting a positive perception of the Department to the community.

Trend: Schools are requesting more contact and involvement with the police department than they did a few years ago. The Department partners with the School District and assigns School Resource Officers (Police Officers) to each of the High Schools in Springfield.

Issues:

- There is a need for the police department to provide services in cooperation with the schools.
- The police department must coordinate efforts with the school district to ensure adequate and appropriate communication, staffing, supervision and funding of programs.

Trend: Springfield's population is becoming more racially and culturally diverse.

Issue: The police department must determine how to serve this community which may speak different languages and have different experiences with, and expectations of police officers.

Trend: There are greater expectations for serving populations in the community which have special needs or interests. For example, the Americans with Disabilities Act (ADA) requires that facilities and programs be accessible to all members of the community.

Issue: The police department must meet federal laws for physical and electronic access related to the Americans with Disabilities Act.

A4.9 Population

Trend: Changes in community expectations and resource levels means that the department will increasingly act as a liaison to social service providers. Continuation of increasing demand, combined with a relative reduction in funding for social services agencies in our community means the police will be the “social service agency of last resort.”

Issue: The Police Department must establish and communicate priorities to the community. Communication with social service agencies will be essential.

Trend: The population density of Springfield is increasing

Issue: Based on observations from other jurisdictions, an increase in population density leads to an increase in the rate of calls for service (not necessarily an increase in crimes). For example, domestic disturbances are more likely to be reported to the police by third parties in dense housing since people are living closer to their neighbors. As a result, in addition to maintaining emergency response and criminal investigation capabilities, there will be increased demand for the Police Department to provide coordination of problem-solving efforts to deal with neighborhood nuisance complaints.

Trend: The youth and elderly populations are increasing in Springfield.

Issue: Youth and elderly populations demand disproportionately more police services than the population as a whole. Persons under 18 are covered by separate laws and must be treated specially. Furthermore, youth crime rates are generally higher for 15-25 year olds than for the more mature adult population. Older people tend to make more calls for service as their level of fear rises.

A4.10 Housing

Trend: The population of owners has surpassed the population of renters in Springfield.

Issue: People who move more often tend to place more calls for service to the police. As home ownership rates increase, the Department should see increases in calls for service at a slower rate than the population growth.

A4.11 Employment & Income

Trend: There is a general sense in the community that Springfield's economy is becoming more diversified, which should in turn lead to a more stable economy.

Issue: A more stable economy may lead citizens and community leaders to be more optimistic that future funding is stable when planning for growth.

Trend: Increasingly , people are seeing Springfield as a desirable place to live and work. New residents come from diverse backgrounds and bring changing expectations.

Issue: This changing perception changes expectations. The Department must be prepared to respond to the needs of all constituency groups.

Trend: The percent of Springfield's population living in poverty is increasing.

Issue: This will tend to lead to an increase in calls for service and an increase in criminal activity.

Trend: Springfield's economic base has shifted from a traditional reliance on primary wood products to a more diversified high-tech and non-manufacturing base.

Issue: These changes affect the character of the community, its population, and the expectations of the citizenry.

APPENDIX 5 - Accomplishments and Challenges- 1996 - 2010

Goal 3.1 General: One of the major goals of the original Plan is to implement a Community Service Officer (CSO) program to provide direct services to citizens at an appropriate level of expertise and cost. Approval of the General Operating Levy in 2002 and renewal in 2006 has presented the opportunity to provide services to the community formerly provided by sworn police officers.

The Task Force recognizes that future expansion of this effort will depend largely on funding availability.

Goal 3.2 Community Interaction: The Department has been largely successful in meeting the goals of having an open relationship with public media. The Department's web site was launched in order to further disseminate information about the Department, its personnel, and activities. The department is represented at many functions in neighborhoods, presents a safety fair annually at the Gateway Mall, the annual Fiesta Latina events, Fourth of July Celebrations, Holiday parades, Veterans Events and other functions. Finally, the Department conducts an annual Citizen Police Academy to educate the public about the realities of police work.

Goal 3.3 Administration and Management: Since the adoption of the original Plan, administration and management services have been reduced by the elimination of a Captain's position to oversee the Services Bureau. This reduction strained the ability of the Department to conduct strategic planning or to fully implement a community oriented policing strategy. A reorganization resulted in using a civilian manager for the Services Bureau, leaving the department without a management analyst.

Goal 3.4 Operations: Patrol staffing levels have remained relatively stagnant other than positions added by the Police Operations Levy. Significant reductions to General Fund budgets have required grant funding to retain some positions, and will continue to require the Department to manage vacancies in order to achieve budget goals.

Goal 3.5 Prevention: Crime Prevention staff continue to conduct the annual Citizen Police Academy, and to support Neighborhood Watch and the Safety Town program for pre-schoolers.

Goal 3.6 Support Services (Communications, Records, Property): Staffing levels improved with the approval of the General Operating Levy. The addition of the mobile data computer system has reduced the workload on Communications staff somewhat, as officers are able to access necessary information from their vehicles. Records staff utilize a call-sequencer to increase the number of incoming telephone lines for non-emergency calls from three to six, and to better measure the level of customer service provided. However, recent budget reductions in the General Fund have eliminated one position each from Records and Dispatch.

Goal 3.7 Human Resources/Employee Development: The Department is committed to increasing the resources dedicated to recruiting, hiring and retaining female, minority and bi-lingual employees.

Goal 3.8 Facilities and Equipment: The Department enjoys the benefit of a Regional Radio System acquired through Homeland Security funding in 2007. The Department moved into the new Justice Facility in September of 2008, and opened the Municipal Jail in January 2010. These facilities will greatly increase the efficiency of Department operations.

Goal 3.9 Cooperation and Coordination with other Departments: The Department continues to work cooperatively with other law enforcement agencies in the area. The Department is an active partner in the interagency narcotics enforcement team (INET), Regional Training Facility (Range) and the criminal justice records system (AIRS).

Goal 3.10 Long Range Strategic Plan Review and Update: This report is the second update to the Long Range Plan. Other updates should follow in five-year increments.

Goal 3.11 Fiscal Implementation: Police Services continue to rely heavily on the General Fund. Wherever it is possible and fiscally sound to do so, the Department has relied on grant or cooperative agreement funding to reduce or share costs and to increase service levels to the community.

APPENDIX 6

5 YEAR OPERATIONS AND BUDGET STRATEGY 2011 - 2016

Successful voter approval of a General Operating Levy in 2002 enabled the department to add 20 FTE to the department's staffing that included 8 police officers, 5 community service officers, 2 records personnel and 5 dispatchers as well as additional funding for the court and prosecutors staff. This Levy was renewed in 2006 and will be presented to City Council for renewal in 2012. The 2006 renewal included additional funding for staff in the Municipal Jail.

In response, this appendix is being prepared as a strategy to maintain the department's current level of service as the population of Springfield continues to grow. This strategy, if fully implemented, would allow the department to continue functioning at current levels, with small service level improvements possible in the areas of patrol, records and communications. This plan does not anticipate the needs of the department should rapid growth through development or annexation occur. Essentially, over the next five years, the department will try to maintain existing service levels, adapt to changing demographics and to changes in crime trends, adding resources where necessary to accomplish these necessary changes.

Many of the goals of the initial and updated Long Range Plan were accomplished. The Council and Springfield citizens approved levy funding to improve staffing resources and approved Bond funding to construct the Justice Center. Communications were improved through the replacement of the legacy radio system with a Regional Radio System that has improved interoperability between police agencies. Mobile computers were installed in cars that has created efficiencies in reporting and communications. Completion of the AIRS project will provide a Records Management System as well as providing a foundation for "paperless" police reporting. Whenever possible, the department will continue to rely upon technology to make our jobs easier and more efficient, and to promote a safer community thereby.

The department will continue to cooperate and coordinate its services on a regional or state-wide basis whenever it will improve the overall criminal justice services and benefit the citizens of Springfield.

The department will be responsive and accountable to community concerns. It will be staffed with highly trained and properly equipped employees who are motivated with the desire to serve the community. Women and minorities will be provided equal opportunity for employment, assignment and promotion. They will be welcome additions to the department work force.

The department will continue to plan strategically and ensure citizen involvement in the planning processes. The City will be a safer community as a result of these actions.

COMMUNITY INTERACTION	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL FTE	Estimated Cost
FTE			1.0			1.0	
PERSONAL SERVICES			Add Full-time volunteer coordinator position.				\$90,000

A paid volunteer coordinator will improve volunteer services to the community through improved recruitment, training and retention of volunteers. New volunteer programs such as safe school patrols, truancy coordination, neighborhood mediation may be implemented. By creating and encouraging volunteer positions, the department believes that we can better involve citizens, educate the public, and encourage interested persons in pursuing a career in law enforcement.

The department recognizes that current economic conditions make adding this position a serious challenge, but is important enough to consider a request for this position in FY13.

Performance Measures/Desired Outcomes:

1. Implement new volunteer programs such as safe school patrols, truancy coordination, neighborhood mediation.
2. Increase number of trained volunteers.
3. Support crime prevention efforts in the areas of Neighborhood Watch, McGruff, Citizen's Police Academy, and neighborhood revitalization efforts.

ADMINISTRATION & MANAGEMENT	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL FTE	ESTIMATED COST
FTE					1.0	1.0	
PERSONAL SERVICES					Add Crime Analyst		\$105,000

In FY 96/97 the department lost a Captain's position in an effort to balance budgets in response to Ballot Measures 47/50. As a result, the department reorganized into 3 bureaus instead of 4, losing the Services bureau. The impact of losing that bureau has been that many planning and support functions, such as responsibilities for budgeting, crime prevention, and facility issues, have been moved elsewhere in the department. The Patrol bureau captain became responsible for a majority of department staff and programs, including school liaison, abandoned vehicles, animal control, and crime prevention.

The Services Bureau was recreated by reclassification of the Management Analyst position to a Bureau Manager in FY07. This enabled the workload to be more evenly divided among the three Bureaus however left the organization in a void of management support previously provided by the Management Analyst.

Performance Measures/Desired Outcomes:

1. Provide support for Crime Prevention, School Resource Officers, other school liaisons.
2. Provide support for animal control and parking enforcement.
3. Manage large scale projects within the department.

OPERATIONS	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL FTE	ESTIMATED COST
FTE			3.0	2.0	3.0	8.0	
PERSONAL SERVICES			Add 3 Police Officer positions	Add 2 Police Officer positions	Add 3 Police Officer positions		\$330,000
							\$220,000
							\$330,000

The department increased police officer positions by 8 officers in 2002 as a result of a successful Operating Levy approved by voters. The Operating Levy was approved for renewal in November, 2006. Upon approval of the Council, the Levy would be presented to voters in November, 2012. Staffing prior to the addition of the 8 officers funded by the Levy was that of staffing in 1980 when the population and service demands were substantially less. The Levy has not provided resources to increase personnel resources to maintain service levels association with population growth. The ability of the organization to maintain existing emergency response and investigation of serious crime will be directly related to the resources available.

Over the next 5 years, the department will seek to increase patrol staffing levels to the extent necessary to maintain service levels by considering reasonably objective factors such as population growth, increase in calls for service, dispatch times, response times, crime trends, uncommitted patrol time, type of residential growth, and influences caused by geographical changes. The positions identified in the table reflect an estimate of the increased need for resources and are placeholders to add perspective to the expected need, but do not anticipate the needs of the City should rapid growth via development or annexation occur.

Whenever possible and fiscally responsible, the department is committed to seeking grant funding to offset the initial costs of adding patrol officer positions.

Performance Measures/Desired Outcomes:

1. Increase minimum staffing levels for patrol to 5 officers between midnight and 4 pm and to 7 officers between 4 pm and midnight.
2. Maintain or decrease time delay in response to priority 3 or higher calls for service.
3. Reduced crime rates.
4. Reduced motor vehicle accidents per capita.
5. Increased DUII arrests per capita.
6. Maintain existing clearance rates for serious crimes investigated.
7. Prosecutors are 100% satisfied with the quality of investigation of criminal cases presented for prosecution.

PREVENTION	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL FTE	ESTIMATED COST
FTE							
PERSONAL SERVICES							\$
							\$
			Add 1 CSO-1 position				\$90,000
							\$

Increasing the number of full time crime prevention officers and expanding the duties positions will significantly increase the department's ability to take active roles in community outreach and direct problem solving. CSO's will provide regular staff to interact with police officers and the community to promote prevention, education, and problem solving.

Performance Measures/Desired Outcomes:

1. Ability to conduct analyses of reports to identify problems such as crime-specific incidents, alleged drug houses, disorderly juveniles, nuisance and/or code violations.
2. Timely response to identified problems.
3. Community involvement in crafting solutions to problems.
4. Agreed upon solutions implemented.
5. Assessment of effectiveness of response.
6. Response modified depending upon assessment of the effectiveness of the solution implemented.
7. Maintain or enhance existing crime prevention programs.
8. Formal and informal networks with other City departments, schools, social services, other agencies, etc.

SUPPORT SERVICES	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL FTE	ESTIMATED COST
FTE							
PERSONAL SERVICES			Add Records Clerks				\$80,000

Will enable implementation of a strategy to incrementally increase support services to expand records services to a 7 day, 24 hour basis. It will also enable patrol watch commanders to spend more time in the field supervising patrol officers rather than being required to staff the station. It will significantly improve the ability of citizens to access police services after normal business hours.

Performance Measures/Desired Outcomes:

1. Increase the percentage of directly answered incoming calls from 80% to 90%.
2. Watch Commander able to supervise from the field.

FACILITIES & EQUIPMENT	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL FTE	ESTIMATED COST
FTE							
PERSONAL SERVICES							
M&S		In Car Camera System					\$ 150,000

Performance Measures/Desired Outcomes:

1. Funding secured through general funds or grant opportunities.

LRP REVIEW & UPDATE	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL FTE	ESTIMATED COST
M&S	Conduct citizen attitudes survey						\$1500
		Conduct citizen attitudes survey					\$1500
			Conduct citizen attitudes survey				\$1500
				Conduct citizen attitudes survey			\$1500
					Conduct citizen attitudes survey		\$1500
					Budget for professional services for LR Plan update.		\$12,000

To track progress toward the goal of making the police department more responsive to community needs, it is necessary to measure progress. An annual survey of community attitudes toward feelings of safety and police services will provide one mechanism to determine what, if any, changes need to be made to department strategies.

For the long range strategic plan to be a living document requires periodic review and update. To assist the department in this process, the services of an outside agency will be required. The FY 05/06 will be the second scheduled update of the Department's Long Range Plan for Police Services

Performance Measures/Desired Outcomes:

1. Annual survey of citizen attitudes related to police services, community issues and fear of crime.
2. Implementation of long-range plan update in FY 10/11.

GRAND TOTALS	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL FTE	ESTIMATED COST
TOTAL FTE			6.0	2.0	4.0	12.00	\$1,245,000
M & S	\$ 1,500	\$ 1,500	\$ 1,500	\$1,500	\$1,500		\$ 7,500
CAPITAL		\$150,000			\$12,000		\$ 162,000

The timing and costs on this document are estimates and are subject to both annual review of need by the police department and available resources. They are provided only as a guide in discussing the impact of the goals and policies recommended by the PPTF.

This list is NOT a comprehensive list of police department budget needs. It addresses only those elements explicitly mentioned in the long range strategic plan.

APPENDIX 7 - COUNCIL RESOLUTION

RESOLUTION NO. 02-

A RESOLUTION CONCERNING THE ADOPTION OF THE LONG RANGE STRATEGIC PLAN UPDATE FOR POLICE SERVICES (1996-2016).

WHEREAS, a safe and secure community has been a top priority goal for the City Council since the adoption of the Long Range Strategic Plan for Police Services;

WHEREAS, the City Council by resolution 94-34 created a citizen Police Planning Task Force (PPTF) and charged the members with the responsibility of developing a long range strategic plan for police services to include goals, policies and recommended strategies for the future;

WHEREAS, the PPTF Update to the Plan was designed to meet the following objectives:

1. Reflect Council direction
2. Use of PPTF for obtaining community perspectives
3. Involve community and other experts in crafting the plan
4. View past practices, trends in police services, current issues, forecast future issues, and knowledge of the community to provide descriptions of likely future opportunities for the department
5. Develop a plan update that responds to the future and links strategies to the budget and funding process;

WHEREAS, the PPTF has completed a long range plan update for police services that meets the established planning objectives; and

WHEREAS, a community-oriented policing strategy to create a desired balance between law enforcement, prevention and problem-solving services remains a major goal of the long range plan update.

NOW THEREFORE, the City of Springfield does resolve as follows:

Section 1: The PPTF has developed an update to the long range plan for police services that is consistent with the City goal, of providing a safe and secure community, and which provides a desirable direction for the provision of police services for the next twenty years.

Section 2: Based upon the above findings, which are hereby adopted, the goals and policies included in the Updated Long Range Plan For Police Services (1996-2016) are hereby adopted.

Section 3: The recommended strategies included in the plan are recognized as potential means for implementing the adopted goals and policies, but are not adopted as city policies.

Section 4: The City Council directs that fiscal implementation of the adopted goals and policies shall be considered each year during the annual budget process and is contingent upon available resources.

Section 6: A copy of this resolution shall be attached to the final version of the Updated Long Range Plan for Police Services (1996-2016).

Section 7: Adopted by the Common Council of the City of Springfield this _____ day of 2002.

Approved by the Mayor of the City of Springfield the _____ of _____ 2002, by a vote of for and _____ against.

Mayor

ATTEST:

_____ City Recorder

**Historical Note: This resolution was considered, but was not voted upon by Council **

APPENDIX 8 - COUNCIL RESOLUTION

RESOLUTION NO. 10-

A RESOLUTION CONCERNING THE ADOPTION OF THE SECOND LONG RANGE STRATEGIC PLAN UPDATE FOR POLICE SERVICES (1996-2016).

WHEREAS, a safe and secure community has been a top priority goal for the City Council since the adoption of the Long Range Strategic Plan for Police Services;

WHEREAS, the City Council by resolution 94-34 created a citizen Police Planning Task Force (PPTF) and charged the members with the responsibility of developing a long range strategic plan for police services to include goals, policies and recommended strategies for the future;

WHEREAS, the PPTF Update to the Plan was designed to meet the following objectives:

1. Reflect Council direction
2. Use of PPTF for obtaining community perspectives
3. Involve community and other experts in crafting the plan
4. View past practices, trends in police services, current issues, forecast future issues, and knowledge of the community to provide descriptions of likely future opportunities for the department
5. Develop a plan update that responds to the future and links strategies to the budget and funding process;

WHEREAS, the PPTF has completed a long range plan update for police services that meets the established planning objectives; and

WHEREAS, a community-oriented policing strategy to create a desired balance between law enforcement, prevention and problem-solving services remains a major goal of the long range plan update.

NOW THEREFORE, the City of Springfield does resolve as follows:

Section 1: The PPTF has developed a second update to the long range plan for police services that is consistent with the City goal, of providing a safe and secure community, and which provides a desirable direction for the provision of police services for the next twenty years.

Section 2: Based upon the above findings, which are hereby adopted, the goals and policies included in the Updated Long Range Plan For Police Services (1996-2016) are hereby adopted.

Section 3: The recommended strategies included in the plan are recognized as potential means for implementing the adopted goals and policies, but are not adopted as city policies.

Section 4: The City Council directs that fiscal implementation of the adopted goals and policies shall be considered each year during the annual budget process and is contingent upon available resources.

Section 6: A copy of this resolution shall be attached to the final version of the Updated Long Range Plan for Police Services (1996-2016).

Section 7: Adopted by the Common Council of the City of Springfield this _____ day of 2010.

Approved by the Mayor of the City of Springfield the _____ of _____ 2010, by a vote of for and _____ against.

Mayor

ATTEST:

_____ City Recorder