

POLICE

Andrew Shearer, Chief of Police

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Department Overview

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

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

	FY21 Actuals	FY22 Actuals	FY23 Amended	FY24 Proposed
5 PERSONNEL SERVICES	18,129,318	18,397,418	20,148,376	20,924,862
6 MATERIALS & SERVICES	4,153,595	4,660,737	5,711,958	5,753,704
7 CAPITAL OUTLAY	311,249	143,073	662,685	498,500
Grand Total	\$ 22,594,163	\$ 23,201,228	\$ 26,523,019	\$ 27,177,066

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

Budget Summary – FY2024

Staffing

The Springfield Police Department Fiscal Year 2024 proposed budget has 124 full time employee (FTE) positions, 84 FTE supported by the General Fund, 39 FTE supported by the Police and Jail Local Option Levy Fund, and one (1) FTE supported by the Special Revenue Fund.

Fiscal Year 2024 will be the first full year incorporating all aspects of the department reorganization, including the Deputy Chief and Training Sergeant positions filled in January 2023.

Hiring for existing open positions will remain a priority throughout Fiscal Year 2024. The department did realize a slight improvement in staffing levels when compared to the same time last year, however the impact of the industry wide staffing challenge continues. The department has emphasized recruitment of experienced “lateral” officers and staff, as well as individuals new to the public safety industry. Improved recruitment web site content, increased recruitment outreach, and continued partnership with Human Resources to optimize the efficiency of hiring processes, demonstrate the department’s focused efforts to encourage quality applicants to join the Springfield Police Department for their public safety profession.

Department Funding

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

Service Level Changes

There are no significant changes in service level planned for fiscal year 2024.

Adherence to Oregon Measure 114, which requires local law enforcement manage issuance of firearm permits, will expand the department's scope of service and require dedication of staff to support the unfunded mandate. It is unclear if the required staffing to support the mandate will require a reduction of existing services.

Accomplishments FY2023

- **Police and Jail Local Option Levy** – The Police and Jail Local Option levy was passed by voters in November 2022 with over 65% of voters supporting the levy renewal. The levy will continue to support key public safety services including municipal jail operations, police positions, and a portion of municipal court operations support.
- **Awarded Grant Supporting the Accreditation Project** – The Springfield Police Department received a \$147,120 award sponsored by the U.S. Department of Justice, Office of Community Oriented Policing Services to support our agency's effort to seek accreditation. Becoming an accredited agency is a department goal and the grant funds will provide contracted project management support, training and supplies to support the accreditation effort.
- **Expanded Training Program** – To improve alignment with industry best practices and support agency objectives, the department prioritized training throughout the year. In person trainings were developed to incorporate de-escalation strategies and active threat response, Supervisors, trainers, and staff attended specialized trainings utilizing best practices and risk reduction, such as CALM training which provides force reduction training. Expanded training fills a significant role in the department's goal of continual improvement, which is aligning with a trend of lower liability claims. Additionally, the Training Sergeant position was filled in January 2023 to provide additional support and structure to the department's training program.
- **Increased Interagency Cooperation** – The Springfield Police Department increased interagency cooperation in multiple special programs, including Critical Incident Response, Metro Drone Team, and a pilot Trauma Intervention Program. Additionally, School Resource Officers coordinated ALICE training for Springfield partners.
- **Hiring Efforts** – To support hiring efforts and address staffing shortages, the Springfield Police Department expanded its recruitment efforts to work towards equitable outcomes in hiring. Examples include a "Join SPD" webpage with a fresh look and current information, designated personnel were identified to perform focused recruitment outreach, and ORPAT physical test equipment was purchased to provide improved flexibility in the timing of hiring process testing, as well as provide expanded opportunities to prospective applicants to be exposed to the ORPAT in advance.
- **Demonstrated Transparency** – The department has utilized available data to assist in program and employee management, as well as share summary data with the community to demonstrate the department's commitment to transparency. The 2022 Complaints and Commendations Report and Community Outreach Report are available on the department's webpage and are recent examples of the department's intent for increased transparency and communication with the community.

Initiatives FY2024

- **Additional Training** – The department seeks to improve outcomes through improved training. Training to be supported include:
 - Leadership training to support career development, succession planning, and risk mitigation.
 - Outside training for department trainers and specialty skills to avoid stagnation and support industry standards. For example, the department is coordinating with Oregon State Police to participate in crowd control training; Oregon State Police is deemed to be the Oregon industry leader in Oregon for crowd control management.
 - Incorporate ABLE (Active Bystandership for Law Enforcement) training into the department training plan.The department is also partnering with Human Resources to implement a learning management system.
- **Accreditation** - The Department is pursuing accreditation to demonstrate commitment to continuous improvement, identify opportunities for reduced risk, and emphasize alignment with recognized best practices. Oregon legislation will require an agency of SPD's current size to become accredited no later than July 1, 2026, however SPD has identified a goal to achieve accreditation by Spring 2024.
- **Hiring** - Filling vacancies has continued to be a challenge experienced throughout the law enforcement industry. The Department will continue to focus efforts on attracting high caliber experienced law enforcement professionals, as well as quality applicants new to law enforcement.

Future Year Considerations

- **Adequate Staffing** – Adequate staffing in all positions is critical for our ability to build trust with the Springfield community. The people we serve expect an immediate response when they call the police and that criminal cases will be investigated thoroughly and completely. Police response, crime reduction, and community outreach support a community policing partnership that can effectively solve problems and build trust. As of February 2023, the department's sworn staffing levels were at 82% of authorized strength. Several sworn staff are becoming retirement eligible, which will eventually impact staffing levels. There is a continuing trend of fewer applicants for open sworn police positions. Agencies across the region, state, and nation find themselves in fierce competition for a relatively small number of qualified candidates. Oregon agencies are no longer allowed to offer financial incentives, however agencies attempt to provide benefits such as additional vacation time to attract sworn officers to leave their home agency and join a new one. We are working with the city to ensure we remain competitive in support of our recruiting and hiring efforts and incentives to attract future candidates. The city must also remain competitive with the total compensation package current members receive to retain people we have invested in and to recruit others to join this agency.
- **Policing Industry Trends** – Policing and public safety initiatives continue to evolve nationally and locally. The Springfield Police Department continues to adapt to many changes within the policing industry while focusing efforts to improve the agency's stature as a model policing organization through establishment of a culture of professionalism and excellence. We must provide opportunity for our people to develop professionally. We must consistently deliver high quality training, so our members have the tools to successfully navigate the challenges of police work. We must focus on the health and well-being of our members as they are the most valuable component of ability to deliver public safety service. We must provide opportunities for non-enforcement engagement and community interaction to develop and maintain public trust.
- **Mental Health** – Providing mental health crisis services to the community continues to be a priority for the city, department and Springfield community members. The city currently partners with Lane County to fund a 24-hour, 7 day a week White Bird Clinic CAHOOTS team to provide mobile mental

health support to Springfield and the urban growth boundary. Lane County has indicated their grant sponsored funding for the Springfield area program will be modified from a 50/50 cost split, transitioning more cost to the city in the near future. The Springfield Police Department and City of Springfield will need to evaluate funding solution and program model options to support long-term mental health crisis services.

- **Technology and Equipment** - Leveraging new and existing technologies can improve transparency, trust, and data collection that will lead to innovation and improvement. Technology has been utilized to create efficiencies, to access new information, and provide a framework for standardization, reporting, and data analysis. With new technologies comes additional expense for initial and ongoing licensing, storage, equipment, and future replacement. A tangible but often overlooked cost and impact to service is the additional staff time required to properly utilize and manage new technology. For example, officers, sergeants, and lieutenants spend additional time each day to review body worn camera videos and enter detailed information into the related software. This additional workload is justified due to the improved investigative, transparency and accountability opportunities the technology provides. New equipment affords the opportunity to streamline processes, reduce risk, and meet service needs. With recent increased cost trends exceeding materials and service budgetary increases, replacement of existing equipment at the end of its useful life and adequately budgeting essential materials is challenging (i.e., vehicles and fuel). The department will need to continue mindful utilization of new and existing technologies and equipment to support goals and initiatives.

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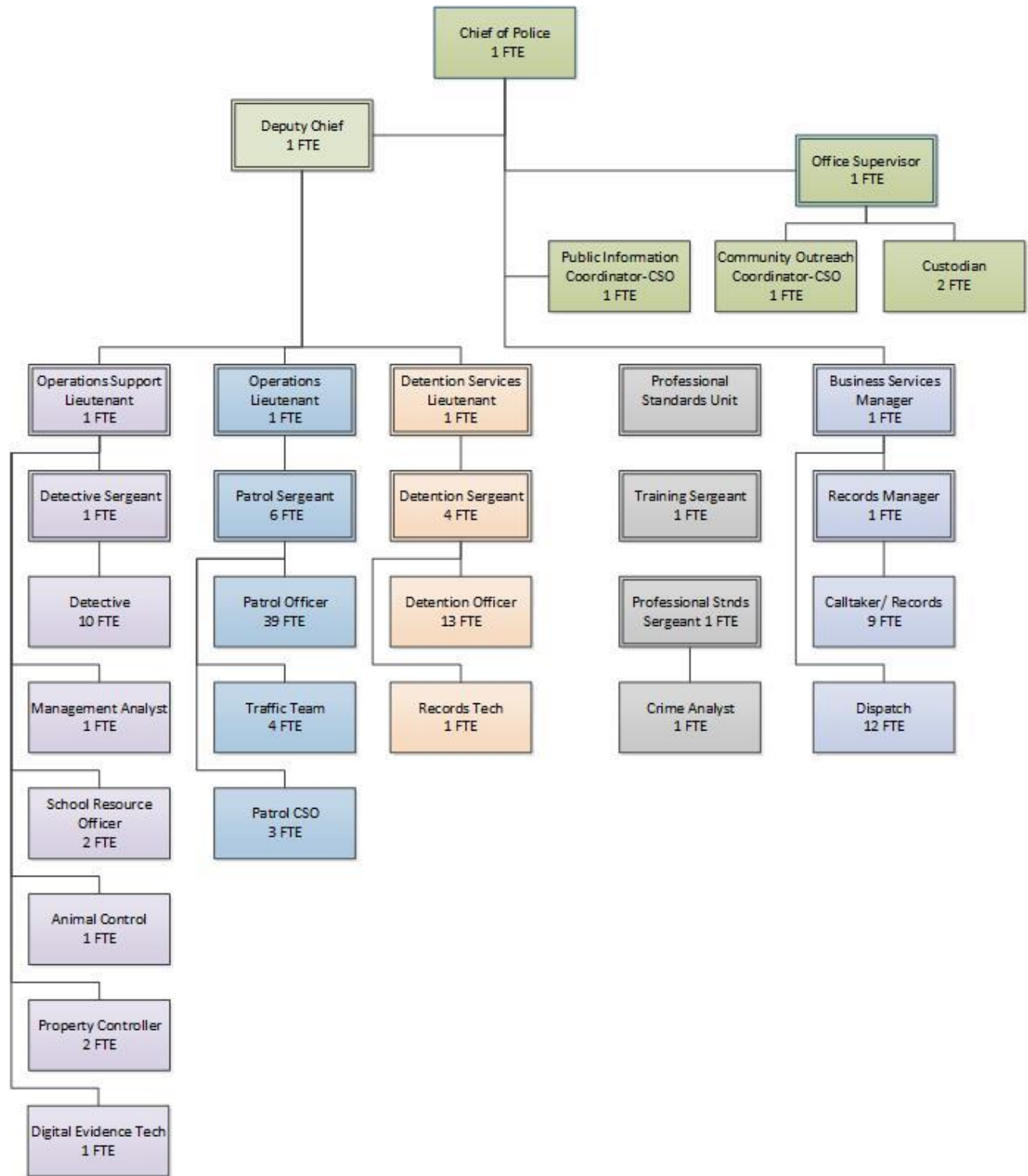
Financial Summary by Fund

	FY21 Actuals	FY22 Actuals	FY23 Amended	FY24 Proposed
100 General Fund	15,665,158	16,565,495	17,336,526	18,079,228
204 Special Revenue Fund	451,189	170,857	928,314	479,800
236 Police Local Option Levy Fund	6,187,808	6,321,803	7,626,929	7,929,538
713 Vehicle & Equipment Fund	290,007	143,073	631,250	688,500
Grand Total	\$ 22,594,163	\$ 23,201,228	\$ 26,523,019	\$ 27,177,066

Financial Summary by Program

	FY21 Actuals	FY22 Actuals	FY23 Amended	FY24 Proposed
Active Programs				
1141 Hiring & Professional Standards	515,333	363,235	666,432	675,608
1144 Patrol - Sworn	9,662,936	9,507,842	10,226,778	10,161,570
1145 Patrol - Non-Sworn	652,441	407,677	433,563	459,572
1146 Traffic Team	380,989	746,623	702,433	722,371
1148 K-9 Unit	467,349	735,858	758,971	801,531
1149 Drug Dog	83,799	190,115	150,454	172,519
1154 Detectives (fka Investigations)	2,009,354	1,966,526	2,551,788	2,731,090
1160 Critical Incident Response (fka SWAT)	34,036	76,338	3,500	2,000
1161 School Resource Officers	336,507	335,499	329,531	340,590
1162 Animal Control	171,020	180,346	180,849	183,358
1163 Community Outreach (fka Crime Prevention and Community Relations)	223,217	304,249	361,889	380,233
1166 CAHOOTS	270,358	464,027	590,185	494,890
1167 Dispatch	1,661,095	1,697,769	1,789,014	1,916,842
1168 Records & Calltaking	1,065,427	1,054,838	1,283,862	1,365,843
1170 Property/Evidence	322,536	393,976	395,163	418,155
1175 Jail - Operation	3,133,586	3,444,008	4,514,141	4,703,553
7000 Department Administration	290,263	334,726	446,543	465,422
7090 Building and Security Maintenance	461,161	497,007	506,676	493,418
9000 Non-Program	290,007	143,073	631,250	688,500
Active Programs Total	22,031,417	22,843,732	26,523,019	27,177,066
Inactive Programs				
1044 Stormwater Fiscal Management and Customer Services	(3,092)	-	-	-
1045 Stormwater Regulatory Administration	(1,235)	-	-	-
1142 Training/Professional Standards and Certifications	4	4	-	-
1150 Major Accident Investigation Team (MAIT)	4,048	1,794	-	-
1159 Computer Forensics	214,701	240,299	-	-
1174 Municipal Jail - Court Support	59,000	45,167	-	-
1176 Jail - Records	289,253	67,974	-	-
7005 City-Wide Management & Oversight	20	-	-	-
7022 City Facilities Operations, Maintenance and Custodial Services	47	2,259	-	-
Inactive Programs Total	562,746	357,496	-	-
Grand Total	\$ 22,594,163	\$ 23,201,228	\$ 26,523,019	\$ 27,177,066

Organizational Structure



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Summary of Full-Time Equivalent by Position

	FY21 FTE	FY22 FTE	FY23 FTE	FY24 FTE
Comm Svcs Officer 2	4.00	3.00	3.00	3.00
Comm Svcs Officer 2 AnSvc	1.00	1.00	1.00	1.00
Crime Analyst I	-	-	1.00	1.00
Custodian	2.00	2.00	2.00	2.00
Deputy Police Chief	-	-	1.00	1.00
Detention Officer	13.00	13.00	13.00	13.00
Detention Sergeant - Non-sworn	4.00	4.00	4.00	4.00
Management Analyst	2.00	2.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Police Business Services Mgr	-	-	1.00	1.00
Police Call Taker/Records Clk	10.00	9.00	9.00	9.00
Police Chief	1.00	1.00	1.00	1.00
Police Comm Information Coord	1.00	1.00	1.00	1.00
Police Comm Outreach Coord	1.00	1.00	1.00	1.00
Police Detective	9.00	9.00	9.00	9.00
Police Digital Evidence Tech	0.50	1.00	1.00	1.00
Police Dispatcher	12.00	12.00	12.00	12.00
Police K-9	7.00	7.00	7.00	7.00
Police Lieutenant - ISB	1.00	1.00	1.00	1.00
Police Lieutenant - Jail	1.00	1.00	1.00	1.00
Police Lieutenant - Patrol	1.00	1.00	1.00	1.00
Police Motors	2.00	2.00	2.00	2.00
Police Office Supervisor	1.00	1.00	1.00	1.00
Police Officer	34.00	34.00	34.00	34.00
Police Program Tech	1.00	1.00	1.00	1.00
Police School Resource Officer	3.00	3.00	3.00	3.00
Police Sergeant	2.00	2.00	2.00	2.00
Police Sergeant- ISB	1.00	1.00	1.00	1.00
Police Sergeant Patrol	6.00	6.00	6.00	6.00
Property Controller	2.00	2.00	2.00	2.00
Grand Total	123.50	122.00	124.00	124.00

Summary of Full-Time Equivalent by Fund

	FY21 FTE	FY22 FTE	FY23 FTE	FY24 FTE
100 General Fund	84.43	82.93	83.93	84.00
236 Police Local Option Levy Fund	39.08	39.08	39.08	39.00
204 Special Revenue Fund	-	-	1.00	1.00
Grand Total	123.50	122.00	124.00	124.00

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Summary of Full-Time Equivalent by Program

	FY21 FTE	FY22 FTE	FY23 FTE	FY24 FTE
1141 Hiring & Professional Standards	1.30	1.30	3.30	3.30
1144 Patrol - Sworn	42.83	42.12	41.76	41.80
1145 Patrol - Non-Sworn	4.43	3.13	3.00	3.00
1146 Traffic Team	3.73	4.08	4.00	4.00
1148 K-9 Unit	2.15	4.00	4.00	4.00
1149 Drug Dog	0.20	1.00	1.00	1.00
1150 Major Accident Investigation Team (MAIT)	0.19	-	-	-
1154 Detectives (fka Investigations)	12.34	11.54	13.39	13.40
1159 Computer Forensics	1.20	1.20	-	-
1160 Critical Incident Response (fka SWAT)	0.81	0.05	-	-
1161 School Resource Officers	2.10	2.05	2.00	2.00
1162 Animal Control	1.10	1.05	1.00	1.00
1163 Community Outreach (fka Crime Prevention and Community Relations)	2.69	2.69	2.29	2.30
1166 CAHOOTS	0.05	-	-	-
1167 Dispatch	12.39	12.25	12.25	12.30
1168 Records & Calltaking	11.15	10.15	10.25	10.30
1170 Property/Evidence	2.55	3.05	3.10	3.00
1174 Municipal Jail - Court Support	1.05	1.05	-	-
1175 Jail - Operation	15.87	16.87	19.38	19.30
1176 Jail - Records	2.05	1.05	-	-
7000 Department Administration	1.19	1.24	1.29	1.30
7090 Building and Security Maintenance	2.15	2.15	2.00	2.00
Grand Total	123.50	122.00	124.00	124.00

Performance Measures

Measure	CY22* Target	CY22* Actuals	CY23* Target
1.) Maintain or reduce the number of property crimes.	< 3034	3396	< 3396
Why this measure is important: Demonstrates level of safety as it pertains to property crime.			
2.) Maintain or reduce the number of person crimes.	< 910	927	< 927
Why this measure is important: Demonstrates level of safety as it pertains to person crime.			
3.) Maintain or improve property crime clearance rate.	> 22.55%	19.52%	> 19.52%
Why this measure is important: Demonstrates level of resolved property crimes.			
4.) Maintain or improve person crime clearance rate.	> 65.49%	62.03%	> 62.03%
Why this measure is important: Demonstrates level of resolved person crimes.			
5.) Less than a 4 minute response to Priority 1 incidents.	< 4 minutes	1.40 minutes	< 4 minutes
Why this measure is important: Measures operational responsiveness.			

*CY= Calendar Year