

Long-Range Strategic Plan for Police Services in Springfield 2001 Review



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Letter from Planning Task Force

July 1, 2002

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. Since that time, changes in the economy, the tax structure, technology, and the demographics of our community have had positive and negative impacts on our ability to implement the plan. Our intention in 1996 was to review and update the plan every five years, and in 2001 we completed the first of those reviews. This paper is a reflection of what has been accomplished and what still needs to be accomplished. Where necessary, goals and objectives have been revised to reflect the changing nature of law enforcement in our society. 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. They work here, own businesses here, live in our neighborhoods, send their children to our schools, and drive our streets. Over the last five years they have struggled with issues of big crimes and little nuisances, the growing and changing population, the always-increasing calls for service, and limited financial resources. 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 have benefited from the assistance of LCOG planners. 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,



Patrick Lucanio, Chair

PPTF Members: Jeanette Brashnyk; Steve Cable, Vice Chair; Roxie Cuellar; William Coons (retired); Donald Molony; Cris Pettit; Fred Simmons, Council liaison; Steve Singleton; George Teneyck; Sally Walsh; and Sean Wilson.

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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 expand the capabilities of the Department in the areas of community policing and problem solving. This will enable the Department to face the challenges of the new century. The community policing program recommended for Springfield has yet to be fully implemented, but 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, which represents the community.

The major recommendations are to increase the Department staffing levels to those deemed appropriate in the original Plan, and to move forward with plans to fund and construct a new police/courts facility.

A new recommendation of the plan is for the construction of a municipal jail facility contiguous to a new police building. Such a facility would have sufficient capacity to meet the needs of our community, hold offenders accountable for crimes committed in Springfield, increase officer efficiency and reduce stress by minimizing the time spent transporting and booking offenders into the existing county jail facility, and relieve overcrowding at the existing county jail facility.

Other elements of the Plan update include adding back a third captain's position, thereby recreating the Services Bureau in the Department. This will help the Department to better manage community relations, school district liaisons, project management, and long-range planning efforts. The Patrol Bureau captain will be able to focus more on the day-to-day, line level services.

This update is accompanied by a phased, five-year operations and budget strategy. It will add police officer positions to the Department on a regular basis, one or two per year, and will also add community service officer positions, beginning in fiscal year 2003-04 when a grant that funds two of the current positions expires. Beginning with a \$69,000 budget in fiscal year 2001-02, one new position will be added to the Department and one part-time position will be moved to full-time. At the end of the five-year program, about 22 new personnel would be added at a total five-year cost of \$1.1 million. In addition, between \$17 and \$24 million will be necessary for the construction of a modern police, courts, and fire administration building, possibly contiguous to a municipal jail facility. Implementation of these 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 ongoing planning efforts.

CHAPTER ONE - INTRODUCTION

1.1 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.

1.2 METHODOLOGY

In February 2000, a subcommittee of the Police Planning Task Force (PPTF) began the process of reviewing and updating the *Long-Range Strategic Plan for Police Services* (Plan). 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 PPTF 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 20-year (fiscal year 1996-97 to fiscal year 2015-16) plan with scheduled updates in five-year increments. This is the first update, and is intended to provide greater detail for the next five-year period (fiscal year 2001-02 to fiscal year 2005-06).

The PPTF reviewed three working papers. The first paper, *Existing Police Services and Operations*, included a description of current police service levels, budgets, funding sources, operations, stakeholders, mandates, and mission and values. The paper summarized strengths and weaknesses in present police services and included findings.

The second working paper, *Trends and Issues*, examined 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*, provided 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, and 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 are dedicated police professionals committed to the community, sensitive to the needs and wants of our citizens, holding ourselves accountable to the highest standards of excellence and achievement.

- ◆ We protect the public,
- ◆ We respond to community needs,
- ◆ We are the best,
- ◆ We are professional,
- ◆ We create a positive work environment,
- ◆ We celebrate our successes, and
- ◆ We give our best.

3.1 GENERAL

The Police Planning Task Force (PPTF) 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 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 the 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. 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 the four-stage SARA 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 that 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 PPTF 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.

A three-tier classification structure is envisioned (CSO-1, CSO-2, CSO-3). The CSO position is viewed as a career position providing for career advancement through the classification structure. The pay scale for CSOs will be 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, skills, 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 perform education and prevention presentations. Under direction of a CSO-3 or person of higher rank, they may facilitate community meetings and develop problem-solving strategies.

CSO-3:

The CSO-3 is a promotion from CSO-2. As with CSO-2, a person may be hired at the CSO-3 level if they possess the required knowledge, skills, and abilities and are able to perform the required duties. 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.

In reality, implementation or expansion of the CSO program must follow funding. As much as possible, the Department strives to attain this goal through grant funding. For example, beginning in the 2000-01 school year, the Department will place non-sworn CSO level officers in the middle schools under a Safe Schools grant.

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

The PPTF adopted the CSO concept and the goals and policies included in this plan in 1996. The task force now recommends that the updated goals and policies be adopted by the City Council to provide direction to the Police Department in developing new programs into the twenty-first century. 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.

Community relations are considered 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 that 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/reinstate Cadet program.

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 20 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. 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. Increase 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 policies and procedures are based upon law, 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.

3.4 OPERATIONS

INTRODUCTION: The operations components of the Police Department consist of patrol and investigations functions.

Patrol is the uniformed component of the Police Department. It provides 24-hour-a-day response to calls for service. Services include patrol, traffic law enforcement, report taking, 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 1993 through 1996, calls for service increased from 48,191 to 58,730. Between 1997 and 1999 calls for service declined slightly to 53,420, following a national trend in which crime has decreased. Case numbered incidents increased from 9,734 to 13,053 between 1993 and 1998. Additionally, an increasing amount of patrol resources are being consumed by high-priority calls requiring response by multiple officers, including 9-1-1 hang-up calls and domestic violence calls. During the last few months of 1999 and throughout the year 2000, crime levels and calls for service again began to rise. By the end of 2000, the Department had responded to 56,300 calls for service, the highest number since 1997.

There is a need to increase patrol resources to provide reactive services at least 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 idea is consistent with the philosophy of Community Oriented Policing (COP).

Investigations provide 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 participate in interagency investigative efforts (i.e., the Interagency Narcotics Enforcement Team and the multi-disciplinary child abuse team). As with Patrol, there is an increasing trend in workload. From 1992 through 2000, the number of cases assigned for follow-up investigation has increased by approximately 30 percent. Only the most serious criminal incidents currently receive follow-up investigation. The District Attorney's need for evermore thorough investigations during the trial of major cases has also increased the investigative workload.

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.

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 ongoing analysis 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 analysis.
- c. Continually analyze patrol districts with consideration for realignment.
- d. Implement CSO-1s in Patrol.

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 establishment and maintenance of school resource officers (SROs) and middle school crime prevention specialists.

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.
- c. Avoid duplication of those services which provide no financial or quality of service advantage.

3.4.4 GOAL: Maintain emergency operations/disaster response capability.

1. Policy: Promote Fire and Life Safety Department's efforts to develop an organized, coordinated emergency management system that address 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 who desire to organize a neighborhood or business watch program. Security surveys are provided for private homes and commercial buildings. Other services include the coordination of Citizen Police Academy, Block Home Program, Safety Town Program for preschool children, and volunteer services program.

The Drug Abuse Resistance Education (DARE) Program provides drug avoidance education to fifth grade students in Springfield. The elementary DARE program is presented by designated DARE Officers.

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 multifaceted prevention strategies.

Strategies: (Strategies "a" through "e" correspond to recommendations from the *Community Mapping Project on Gang Issues in Lane County: Summer of 1995*.)

- 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, CSOs, 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 run-away, 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: Implement a CSO program to provide the base for transition to community policing strategies.

1. Policy: Hire non-sworn CSOs to provide the link between law enforcement, prevention, and problem-oriented policing services.

Strategies:

- a. Develop job descriptions to include elements of dispute mediation, education, and problem solving.
- b. Develop training programs.
- c. Continue to review City Code to ensure CSOs are provided the legal authority to perform prescribed duties.
- d. 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.

- e. Ensure CSOs are fully integrated into the organizational structure and 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 CSOs based on community needs.
- b. Ensure CSOs 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 greater 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 advise on environmental safety issues in the design and construction of new buildings.
- c. Expand existing crime prevention programs (Neighborhood Watch, Block Home, Safety Town and Lock-Out Project).
- d. Continue existing DARE program and work with the school district to determine other appropriate ways for police to be involved in school programs.
- 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 section provides 24-hour-a-day 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 personnel. Frequently, there is only one Communications officer (dispatcher) on duty, which results in a dependence upon the watch commander (sergeant) to provide backup and relief. This negatively impacts the ability of the watch commander to supervise officers in the field, and requires the commander to operate highly sophisticated, sensitive equipment which is outside the normal scope of training and expertise for the commander. Two dispatchers should be available at all times in order to reduce or eliminate the necessity for relief from the watch commander.

The Records section receives, maintains, and routes records generated by the Department. In addition, they handle requests for service at the public reception counter, take telephone reports and manage the Department's computerized data information systems. As workload increases for direct service personnel, there is a commensurate increase workload for Records staff. There has been no increase in staffing level in the Records department in the last ten years, despite an increase of over 50 percent in the workload. On weekends and after 8 p.m. several nights of each week, only one records clerk is available. The impact here is similar to that described above in the Communications center, in that the watch commander must provide relief and backup.

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.

Other important support services include clerical, courtroom security, and prisoner transport.

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 seven-digit telephone number for citizen non-emergency access.
- d. Staff 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 backup.

2. Policy: Provide records system that meets all mandated legal processes and reports, and handles all telephone and walk-in (counter) reports.

Strategies:

- a. Conduct Records functions in a manner required by law.
- b. Staff Records section to provide 24-hour-per-day, seven day per week public access to the public reception counter and telephone lines, in order to reduce or eliminate dependence on the watch commander for relief or backup, 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. Improve interactions 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. Plan for the construction of a property facility that will accommodate the growing need for space.
- 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 (DEQ), 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. A significant number of supervisors and command retired between 1997 and 1999. Currently, 50 percent of the managers and supervisors in the Police Department have less than three years experience in their current positions. Providing training for these individuals to enable them to enjoy success is a challenge for the organization. Retirement by senior officers has also resulted in a large number of new employees in the organization. Approximately 25 percent of the officers assigned to patrol have less than two years of experience and nearly half of the officers assigned to patrol have less than five years of job experience. There are also salary compaction issues between officers/sergeants and sergeants/captains minimizing the incentive for officers or sergeants to seek promotion.

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: 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. Continue to ensure selection standards and tests are job related.
- b. Continue to screen applicants for attributes of motivation to service and positive attitudes toward people.

2. Policy: Increase representation of women and minorities, 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 women and minority applicants.

- c. Consider affirmative action goals when making selection decisions.
- d. Continue to examine potential barriers to successful recruitment of experienced women and minority candidates.

3. Policy: Provide training programs to meet the current and projected service needs and 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. Ensure adequate training resources are provided to ensure mandated and specialized training needs are met.
- d. Conduct periodic training needs assessments to determine training needs and to ensure contemporary training is being provided.
- e. Provide all employees with training in conflict resolution and problem-solving strategies.

4. Policy: The Department shall establish incentives for employees to retain departmental employment.

Strategies:

- a. Examine opportunities for employee promotion, specialized assignments, and departmental growth.
- b. Ensure compensation is regionally competitive.

3.7.2 GOAL: Provide classification and compensation system that provides incentive 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. Current practices may discourage qualified employees from seeking promotion due to a lack of financial incentives.

3.8 FACILITIES AND EQUIPMENT

INTRODUCTION: The existing Police Department building impedes the operations of the Department. A police building should serve as a resource used by all personnel to provide service to the community. Unlike most public or private buildings, a police building is in use seven days a week, 24 hours a day and therefore subjected to three times the normal wear and tear. In May 1995, an architectural study of the present building concluded the building is crowded and does not offer a functional and efficient workplace. The study cited numerous structural and other deficiencies that caused the architects to further conclude it is not feasible to upgrade the existing facility to meet the needs of the twenty-first century. A Space Needs Assessment was completed in 1999 for a new facility to house the Police Department, City Prosecutor, Municipal Court, and Fire and Life Safety Administration. There is a need to develop a strategy for constructing a new police and safety services building.

In addition, the Springfield community should consider construction of a jail facility contiguous to a new police/courts facility. The current county jail facility is overcrowded, resulting in many offenders being released without any conditions (matrixed), restrictions, or posting bail. Over the last several years, the percentage of offenders who fail to appear for their next court hearing after being released on the matrix has reached 80 percent. The results on local law enforcement efforts are threefold: officers repeatedly arrest the same individuals on warrants for failure to appear in court on pending charges; criminals and their victims see that offenders are not held in custody; and offenders are not held responsible for crimes committed in Springfield. Springfield taxpayers pay nearly \$500,000 per year apprehending offenders who have failed to appear (1,000 @ \$500 each). In addition, time spent booking offenders into the county jail costs between \$150,000 and \$300,000 (7,447 bookings @ \$40 per hour times 1/2 to 1 hour per booking). Recouping these costs would more than pay for the construction of a new jail facility. See Appendix 6

3.8.1 GOAL: Construct new police/courts building.

1. Policy: Provide a police/courts building that meets the security requirements, facilitates the effective and efficient delivery of services, meets requirements of the Americans with Disabilities Act (ADA), meets the needs of a seismic Zone 4 critical public facility structure, and is open and accessible to the public.

Strategies:

- a. Conduct site needs and availability analysis, to include evaluation of the need for substations.

- b. Complete request for proposal for design services.
- c. Identify funding requirements and financing options.

3.8.2 GOAL: Construct a municipal jail facility contiguous to the new police facility.

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. Blend existing space needs analyses for police and jail facilities into a single construction design.
- b. Identify and obtain funding for construction of a jail facility contiguous to a police/courts building.
- c. Identify appropriate strategies for managing and staffing a municipal jail. Prepare for the eventual hiring and training of certified correctional staff sufficient to ensure that jail operations will complement Police Department operations and enhance community safety.

3.8.3 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. The Department gratefully acknowledges the support of the Springfield City Council for funding the implementation of a Mobile Data Computer system during fiscal year 2000-01.

3.8.4 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.

3.8.5 GOAL: Upgrade the Justice and Public Safety Information System in Lane County.

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

Strategy:

- a. Implement AIRS Strategic Plan

3.8.6 GOAL: Provide adequate and contemporary 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.

3.8.7 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 1992, a committee of agency heads from the 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 lobby 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:

- a. Work with other City departments in review of City Code.

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 PPTF subcommittee at not more than five-year intervals to update the long-range plan.

3.10.2 GOAL: Establish ongoing strategic planning process to develop plans to respond to community trends and issues.

1. Policy: The Police Department will actively seek PPTF 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 PPTF, which meets at least quarterly for the purpose of reviewing progress toward the goals of the long-range strategic plan.
- c. Use the PPTF to assist in developing and/or updates of 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 that affect public safety.

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 funded by the General Fund. Some revenues are generated back to the general fund in the form of court fines (primarily traffic), fees (primarily from dog licensing), drug forfeitures, auction income, and grants. The Department also aggressively uses risk management to recover costs for damages to City property resulting from neglect or error of a third party. The combined revenue rarely offsets costs of police services by more than 10 percent of the Police Department budget.

The Department examines every grant opportunity 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 over-time cost resources to enhance special traffic safety enforcement activities. At the end of 1999, the Department was also involved in several grants through the federal COPS Office. The Department is currently involved in Safe Schools Grants for School Resource Officers in each of the high schools and non-sworn CSOs in the middle schools. The Department has the opportunity to take advantage of COPS grants that would provide for \$25,000 per year per new officer employed by the Department for the first three years of employment.

There has been a trend in governments to become more "entrepreneurial" in funding services. Police, unlike some other government services, are limited in their ability to engage in entrepreneurial activities without raising the specter of police putting revenue generation higher on their list of priorities than service. Traditionally, police have avoided involvement in these activities to avoid the tangible fear of police corruption. 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 department to recover costs from perpetrators of crime. While some mechanisms exist in limited circumstances to exact civil forfeiture, and occasionally to have criminals pay restitution for specific damages, generally, the concept of double jeopardy prevents levying civil penalties for criminal acts. Likewise, there has been a reluctance to charge victims of crimes to recover costs of providing police services. 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. Develop a mechanism to enforce the City Alarm ordinance.
- c. Explore feasibility of public safety levy, grants, or other funding sources.

APPENDIX 1 - COUNCIL RESOLUTION

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.

Section 2: 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 RESOLUTION

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

These findings were updated by the PPTF following a complete review of existing police services. They were originally published in a report in February 1995 and updated for this report in March 2001. Subsequent to the report, 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-quality 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 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 COP strategy.

A3.2 CALLS FOR SERVICE/SERVICE NEEDS

The need for Police Department services rose dramatically in 1994. Since then, calls for service have leveled off, but the city has continued to grow in population and in geographic size. However, Department staffing has remained the same with an officer per citizen ratio that is below the state average.

The citizens of Springfield are generally satisfied with the Department as a whole, but have expressed concerns about rising property crimes, slow response times, and the inability of the Department to handle abandoned vehicle calls in a timely fashion.

Citizens have expressed dissatisfaction regarding difficulty accessing the Department via the non-emergency telephone number after 5:00 p.m. and on weekends. The Department has relied on technology, such as a call sequencing device, as much as possible to fill the gap, but increasing the level of service in this area will require additional call taker/records staff.

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, calls for an increase in the number of patrol officers and community services 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 used as much as possible given the space constraints and the ability of the existing staff to coordinate their work.

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.

A3.3 FACILITIES AND EQUIPMENT

A major impact on the ability of the Department to function efficiently is the building facility. The Department is out of space, which means that many areas previously available for volunteer workspace have been occupied by regular employees. As staffing levels increase, serious work needs to be done to create adequate space for staff, such as call-taking/ records workstations, data entry stations, report writing stations and locker facilities for female employees.

The structure which houses the Police Department and Courts was not designed as a police station. The building is not wired properly for computer devices and does not lend itself to efficient police operations. In addition, the building is not in compliance with the American Disabilities Act (ADA), which carries with it a significant liability. The building is fully occupied with existing staff, which leaves little room for the volunteers and other staff that are considered critical.

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.

The Department also maintains plans related to emergency preparedness and critical operations. Although the Department has the necessary and required plans in place, it needs to be able to spend more time revisiting and testing the material covered in the plans. The demand on staff time has been so great that there has not been sufficient time for the Department to work on the Emergency Plan and smaller contingency plans.

This document is part of a process that will produce an updated long-range plan for the Department. The Department completed a long-range or strategic plan in 1996. 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. They are considered critical and could be used more if there were more space and staff to coordinate their efforts. 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. Recently, the Department has begun reaching out with a web site and by encouraging 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 a concern over the length of

time to complete 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 becoming increasingly difficult. 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 efficiently attract and retain the very best.

Sworn ranks have experienced a high level of turnover in recent years. Supervisors new to their positions are responsible for relatively inexperienced officers. There is a need to increase the level of field supervision to reduce stress, improve confidence, validate excellent performance, and decrease liability. The Department has found itself competing with the private sector and with other police agencies for qualified employees seeking higher pay, advancement opportunities, and the opportunity for special assignments.

There is 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.

Compression of salaries between sergeant and captain has reduced the pay incentive for sergeants to be promoted.

The Department still 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.

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 is economically in transition 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 res and success.

APPENDIX 4 - TRENDS AND ISSUES - UPDATE

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 is an increasing national 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: The failure of staffing levels in the Department to keep pace with population growth has limited the ability to respond to many types of calls for service from the public. The Department must respond to in-progress emergency calls first, often resulting in response delays to property- or nuisance-related calls.

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 greater ability to cope with white-collar, computer, high-technology crimes, and the capacity to enforce child and family protection laws.

Trend: When the jail facility 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.

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 cite the offender for the failure when located.

A4.5 POLICE DEPARTMENT OPERATIONS

Trend: The Springfield Police Department has not grown in proportion to the city's population or to other city services.

Issues:

- ◆ The organization of the Department needs to be examined 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.
- ◆ City pay scales have become compressed over time, making it difficult to fairly differentiate pay between subordinates and their supervisors. As a result, many new supervisors must be promoted into the top step of their new position with no further movement available in the pay scale.
- ◆ 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 under-represented 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 percentage of minorities in the sworn officers of the Department 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: The Police Department is outgrowing its current downtown police station.

Issues:

- ◆ The Department has completed a space needs analysis which found that the current facility does not meet the needs of the Department. Results of that study must be

used to proceed with a new facility that is of sufficient capacity and design for current public safety needs, and which meets ADA requirements.

- ◆ The Department must formulate a strategy to make its current facility as accessible and effective as possible until such time as a new facility is approved and constructed.

Trend: There is a trend towards greater cooperation amongst 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 have to 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 COP, 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 needs to 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 PPTF, 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. As a result, the Department has begun DARE programs for elementary age students, provided School Safety Officers for middle school students, and provided School Resource Officers for high school students.

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 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 ADA.

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 adult population. Older people tend to make more calls for service as their level of fear rises.

A4.10 HOUSING

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

Issue: People who move more often tend to place more calls for service to the police.

A4.11 EMPLOYMENT AND 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 is shifting 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.

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. After Oregon voters passes ballot measures 47 and 50, the number of CSOs on staff were reduced from 4 in fiscal year 1996-97 to 2.75 in fiscal year 1998-99.

Since then, two additional CSOs have been funded via a grant program, and the part-time position has been increased to full time. The Department and the Task Force remain committed to the concept of using non-sworn personnel to provide cost-efficient services in cases where sworn personnel are not required. However, 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. In 2000, a web site was launched in order to further disseminate information about the Department, its personnel, and activities. 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 the Services Bureau. This reduction has strained the ability of the Department to conduct strategic planning or to fully implement a COP strategy.

Goal 3.4 Operations: Patrol staffing levels have remained relatively stagnant. Budgets for fiscal year 2001-01 call for the addition of one patrol officer, and for increasing the abandoned vehicle/parking control officer from part-time (.75) to full-time.

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. The Department also participates in DARE in partnership with the school district.

Goal 3.6 Support Services (Communications, Records, Property): Staffing levels have remained stagnant in Communications, Records, and Property since the adoption of the original plan, although the fiscal year 2001-02 budget calls for consolidating two part-time records clerk positions into one full-time position. 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 have added 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.

Goal 3.7 Human Resources/Employee Development: Salary compaction remains an issue for the Department, as well as for other City of Springfield departments. The Department is committed to increasing the resources dedicated to recruiting, hiring, and retaining female, minority, and bilingual employees.

Goal 3.8 Facilities and Equipment: The radio system was replaced in fiscal year 1996-97 and the Department now enjoys a state-of-the-art digital system. Coverage issues have largely been dealt with under the new system.

The Department has also upgraded the duty firearm issued to sworn employees, and in recent years has added less-than-lethal capabilities to the arsenal.

The condition of the building remains a great concern for Department staff. A study done in 1995 concluded that the current facility is overcrowded and does not offer a functional and efficient plan. Architects have determined that it is not feasible to upgrade the existing facility. Work has begun on plans to replace the current building, but as yet no definite site has been identified, nor has funding been secured to begin construction.

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), and the criminal justice records system (AIRS). Also, in fiscal year 2000-01 and 2001-02, the Department has taken an active role in the Meadow Park Neighborhood revitalization effort sponsored by TEAM Springfield.

Goal 3.10 Long-Range Strategic Plan Review and Update: This report is the first five-year 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 - POTENTIAL ANNUAL COST SAVINGS WITH A SPRINGFIELD MUNICIPAL JAIL 2001

Jail Contract (five beds)	\$145,000
Indigent Representation (repeat appointments)	\$30,000 - \$45,000
Increased revenues from posted bail/fines	\$300,000 - \$1.2 million
Reduced costs in re-apprehending FTAs (currently 80% of matrix)	\$500,000
Reduced booking times	\$130,000 - \$300,000
TOTALS	\$1,105,000 - \$2,190,000

APPENDIX 7 - FIVE-YEAR OPERATIONS AND BUDGET STRATEGY FISCAL YEARS 2002-2006

The five-year operations and budget strategy covering fiscal year 1996-97 through fiscal year 2001-02 called for hiring an additional 19 FTE. Due to financial constraints upon the Department and the city, most of those hirings did not occur. The Department recognizes that, despite the best efforts of the city, voters in November 2000 rejected a ballot measure which would have funded 22.25 additional positions in patrol, communications, records, and crime prevention.

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 restore positions lost during the budget cuts of 1996-97, and add new positions equivalent to what the anticipated needs were five years ago.

Some of the initial five-year goals, such as replacing the radio system, have been achieved and are greatly adding to the efficiency of the Department. 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 condition of the facility housing the Police Department remains an area of concern. The initial plan called for a space needs study and a site analysis prior to fiscal year 2002. In fact, the space needs study has been completed, but the site analysis has yet to be conducted. Over the next five years, the Department will seek not only to complete the site analysis, but also to secure funding, purchase property if necessary and begin construction of a new facility.

The Department will continue to cooperate and coordinate its services on a regional or statewide 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 strategy for the next five years includes hiring 21 additional staff in patrol, communications, records, and crime prevention. Whenever possible and to the degree that it is fiscally responsible, the Department will use grant opportunities to offset the costs of adding employees.

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 01/02	FY 02/03	FY 03/04	FY 04/05	FY 05/06	TOTAL FTE	Estimated Cost
FTE					1.0	1.0	
Personal Services					Add full-time volunteer coordinator position		\$40,600

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, and 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 the current facility has a limited amount of space available for volunteer workspace. Until a new facility is available or at least planned for the foreseeable future, this position will not achieve its full potential. As a result, the request for this position is being held until the end of the five-year plan.

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, Block Home program, and neighborhood revitalization efforts.

Administration and Management	FY 01/02	FY 02/03	FY 03/04	FY 04/05	FY 05/06	TOTAL FTE	Estimated Cost
FTE				1.0		1.0	
Personal Services				Add 3 rd Captain's position to recreate Services Bureau			\$ 91,800

In fiscal year 1996-97 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 three bureaus instead of four, 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 is now responsible for a majority of Department staff and programs, including school liaison, abandoned vehicles, animal control, and crime prevention.

Recreating the Services bureau will help the Department manage new programs and initiatives as the city and the Department grows. The additional captain's position will be available for project management, and will balance the workload of the Department.

Performance Measures/Desired Outcomes:

1. Provide support for Crime Prevention, DARE, School Resource Officers, other school liaisons.
2. Provide support for animal control and parking enforcement.
3. Manage large-scale projects within the Department, such as the acquisition, construction, and transition to a new police facility.

Operations	FY 01/02	FY 02/03	FY 03/04	FY 04/05	FY 05/06	TOTAL FTE	Estimated Cost
FTE	1.0	1.0	2.0	2.0	2.0	8.0	
Personal Services	Add one police officer position						\$ 60,800
		Add one police officer position					\$ 60,800
			Add two police officer positions				\$121,500
				Add two police officer positions			\$121,500
					Add two police officer positions		\$121,500

The budget strategy for the five years between fiscal year 1996-97 and fiscal year 2000-01 called for the addition of eight police officer positions to maintain existing emergency response and investigation of serious crime. In fact, those positions have not been added, and the Department's ability to respond to and investigate crime has suffered as a result.

Over the next five years, the Department will seek to increase patrol staffing levels by the eight positions requested in the original plan. These positions will help maintain our current levels of service, 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 five officers between midnight and 4 p.m. and to six officers between 4 p.m. and midnight.
2. Decreased time delay in response to priority 3 or lower calls for service (e.g., parking complaints, animal complaints, disorderly juveniles, crimes not in progress) from 40 minutes 95 percent of the time to 20 minutes 95 percent of the time.
3. Reduced crime rates.

4. Reduced motor vehicle accidents per capita.
5. Reduced DUII arrests per capita.
6. Maintain existing clearance rates for serious crimes investigated.
7. Prosecutors are 100 percent satisfied with the quality of investigation of criminal cases presented for prosecution.

Prevention	FY 01/02	FY 02/03	FY 03/04	FY 04/05	FY 05/06	TOTAL FTE	Estimated Cost
FTE	0.25		2.0	2.0	1.0	5.0	
Personal Services	Move 0.75 FTE to 1.0 full-time position		Add two CSO-1 positions	Add two CSO-1 positions	Add one CSO-1 position		\$ 8,000
							\$ 81,250
							\$ 81,250
							\$ 40,600

Increasing the number of full-time crime prevention officers and expanding the duty positions will significantly increase the Department's ability to take active roles in community outreach and direct problem solving. CSOs 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 01/02	FY 02/03	FY 03/04	FY 04/05	FY 05/06	TOTAL FTE	Estimated Cost
FTE		3.0	2.0	1.0	1.0	7.0	
Personal Services		Add two Records Clerks					\$ 72,900
		Add one Communications Officer					\$ 49,100
			Add two Records Clerks				\$ 72,900
				Add one Records Clerk			\$ 36,450
					Add one Records Clerk		\$ 36,450

Will enable implementation of a strategy to incrementally increase support services to expand records services and to staff the Communications Center with two Communications officers on a seven-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 percent to 90 percent.
2. Watch Commander able to supervise from the field.

Facilities and Equipment	FY 01/02	FY 02/03	FY 03/04	FY 04/05	FY 05/06	Total FTE	Estimated Cost
FTE							
Personal Services							
M&S	Budget for and complete site analysis for police building and municipal jail	Secure funding for new police building and municipal jail	Begin construction of new police building and jail				\$? \$? \$?

A comprehensive space needs study has been completed. A site analysis will provide the necessary information critical to determining the best location of a new police/courts facility.

Performance Measures/Desired Outcomes:

1. A completed site analysis to determine the best location for a new facility
2. Funding secured through a bond measure or other funding means.
3. Concrete plans to construct a new police facility in conjunction with other city departments, government entities or civic complexes.

LRP Review and Update	FY 01/02	FY 02/03	FY 03/04	FY 04/05	FY 05/06	TOTAL FTE	Estimated Cost
M&S	Conduct citizen attitude surveys						\$ 1,500
		Conduct citizen attitude surveys					\$ 1,500
			Conduct citizen attitude surveys				\$ 1,500
				Conduct citizen attitude surveys			\$ 1,500
					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 fiscal year 2005-06 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 fiscal year 2005-06.

Grand Totals	FY 01/02	FY 02/03	FY 03/04	FY 04/05	FY 05/06	TOTAL FTE	Estimated Cost
Total FTE	1.25	4.0	6.0	6.0	5.0	22.25	\$1,097,400
M&S							\$ 18,000
Capital							\$?

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 8 - 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