# Bloomington Police Department

Three Year Strategic Plan

2009 to 2012
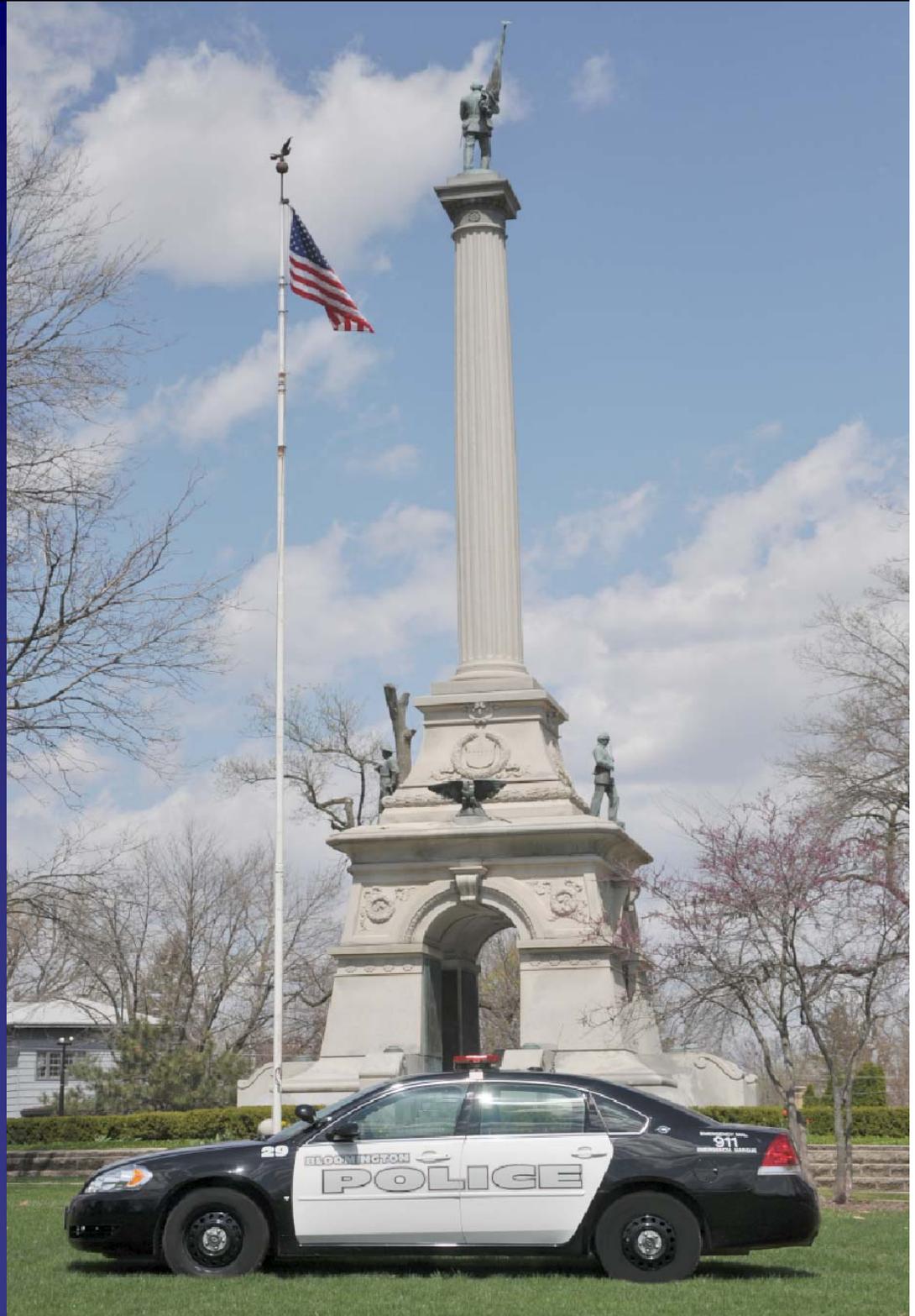
# Message from Chief Randall McKinley

May 12, 2009

Over the last two decades, I have watched this department grow into one of the premier law enforcement agencies in the State of Illinois. We have long been known as a pro-active, forward thinking department operating in a fast growing, highly professional city.

On behalf of the Bloomington Police Department, I am honored to present the Police Department's first Strategic Plan. Work on this plan began in January 2009, after I was named as the Interim Chief of Police by City Manager Tom Hamilton. Since that time, I have met with our command staff, officers, and police personnel to solicit input, gather support and outline departmental expectations over the next three years. The goals and action plans listed in this Strategic Plan are attainable and provide our department with a road map for future planning, budgeting, and the prioritization of services to the public.

The men and women of the Bloomington Police Department are proud to serve this community. Using the Strategic Plan as a guide, this department will achieve an even higher level of service over the next three years.

<u>The Bloomington Police Department has identified four main goals</u>:

1. Reduce Crime and The Fear of Crime

2. Improve the Quality of Life in Neighborhoods

3. Enhance Community and Police Partnerships

4. Develop Personnel and Improve Departmental Efficiencies.
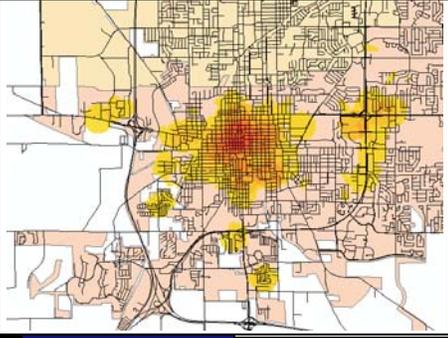
Goal 1

Reduce Crime and the Fear of Crime

Strategy 1: Development of Focus Area(s) defined as geographic regions with a greater than average number of crimes, calls for service, disorder events and higher than average risk of victimization.

Action Plans:

- Criminal Intelligence and Analysis Unit (CIAU) and Command Staff will work together to analyze geographic regions of the City to identify locations with a high density of criminal incident reports and high priority types of crimes. Multi-point crime analysis techniques will be utilized to identify, map, and resolve community problems, rather than just responding to calls for service in these areas.

- BPD will collaborate with other City Departments, analyze cross department service data, and identify geographic areas where coordinated City services may assist in crime reductions.

- BPD responses in these areas will be driven by the Problem Oriented Policing model. Problem solving initiatives will be driven by shift or unit level action plans developed by command staff to address the highest priority crimes. Command and officer level goals within the Focus Areas will be established and clearly conveyed to all staff.

- BPD will increase communication and information sharing within the Department as well as with other City departments. By increasing communication between departments we believe we will be able to more efficiently solve neighborhood level problems.

- CIAU will produce an internal intranet site that will act as the Problem Oriented Policing (POP) support center. CIAU will produce quarterly program analysis data on the Focus Areas to be used in the ongoing management of action plans as well as evaluate departmental progress.

Goal 1

Reduce Crime and the Fear of Crime

Strategy 2: Increase Communication with the Community

Action Plans:

♦ The Department will conduct a targeted community survey to measure the fear of crime, public satisfaction levels, and overall performance of the department.

♦ Public Affairs will expand the use of an RSS-based electronic crime information provision system that will allow for web-based, e-mail and mobile device notification and dissemination of relevant crime information. Examples of such alerts could include major incident summaries, press releases, crime alerts, urgent public safety announcements, or other subscriber specific topics.

♦ Public Affairs will assist in developing new community outreach programs such as Coffee with a Cop, monthly "Ask the Chief" questions and responses posted on the departmental website, educational crime prevention videos to be posted on the website and other Department programs generated by public interest or internal need.

♦ Public Affairs will explore partnerships with corporate sponsors to expand current media venues to include TV and theatre time, bill-boards as a way to create more program awareness and space in various community newsletters to reach a more diverse audience for the Department.

Reduce Crime and the Fear of Crime

Strategy 3: Decrease the number of adult and youth gang motivated crimes

Action Plans:

♦ Patrol shifts and the Street Crimes Unit will increase the number of gang contacts through rigorous foot and vehicle patrol in high crime areas of the City. BPD will also work with McLean County Probation and Illinois Department of Corrections to increase probationer and parolee accountability.

♦ CIAU will be responsible for internal dissemination of current information on gang members, leaders and criminal organizations for the purpose of most efficiently removing the most violent offenders.

♦ School Resource Officers (SROs) and CIAU will continue efforts to identify "at-risk" gang youth and work in cooperation with local anti-gang intervention programs in the community and schools to reduce gang membership.

♦ As part of Project Safe Neighborhoods, BPD CID and CIAU will work with the States Attorney's office as well as the U.S. Attorney's office to identify violent gang offenders to ensure vertical prosecution is in place for gang leaders, weapons violators, and habitual violent offenders.

♦ Provide ongoing Gang Awareness training programs to the public, schools, and social service agencies as requested.

♦ Utilize specialized technology to detect and deter criminal damage to property in areas saturated with gang graffiti.

♦ Work in conjunction with the City's Community Development division to ensure tracking, identification and prompt removal of gang graffiti.

Goal 2

Improve the Quality of Life in Neighborhoods

Strategy 1: Create opportunities and encourage participation in collaborative efforts with other City Departments and the Community to address high CFS locations and support efforts in the Focus Area(s).

Action Plans:

♦ The Department will coordinate with the City's Code Enforcement Division and use the Nuisance Abatement Programs as part of the Problem Oriented Policing model to address locations with high and/or repeat CFS locations throughout the City.

♦ Public Affairs will publish crime prevention tips and information. The information will be distributed in a number of ways including media campaigns, press releases, website postings, brochures, Neighborhood Watch, business associations and through other partners in our community.

♦ Patrol Officers will use information provided by the CIAU and their shift commanders to target and reduce public nuisance offenses within the Focus Area(s) and other designated locations using bicycle, foot and vehicle patrols.

Goal 2

Improve the Quality of Life in Neighborhoods

Strategy 2: Maintain the Downtown area as a safe environment by continuing to use patrol resources and through the use of technology.

Action Plans:

♦ The Department will implement a wireless camera network in the Downtown corridor for the purpose of deterring crimes of violence, disorder and public nuisance.

♦ The Department's Downtown Detail will utilize various tools such as alcohol-related City ordinances in an effort to control violations and educate the public and local businesses on the laws regarding the safe and responsible consumption and sales of alcohol.

Goal 2

Improve the Quality of Life in Neighborhoods

Strategy 3: Create safer neighborhoods and driving conditions in Bloomington.

Action Plans:

♦ The Traffic Division working in conjunction with Engineering will identify the top accident areas by beat to allow for increased enforcement in these areas.

♦ The Department will pursue grants and the utilization of flexible scheduling to increase the ability to target DUIs and other traffic related offenses. as well as utilize the Traffic Division's resources in the Focus Area(s).

♦ The Traffic Division will continue to respond in a timely manner to all citizen questions and requests and take appropriate action as necessary.

♦ Public Affairs will provide traffic accident prevention tips to the media quarterly.

Goal 3

Enhance Community and Police Partnerships

Strategy 1: Encourage building informal and formal collaborative relationships with other departments and community members to maximize resources.

Action Plans:

♦ Explore the development of information systems (web-based) that allow community members to report criminal activity and crime related nuisance properties anonymously.

♦ Departmental staff will continue to participate in community programs and committees such as the citywide Neighborhood Associations, the Neighborhood Traffic Control Committee, and the Minority and Police Partnership. Staff will actively search for new departmental partnerships that further enhance a working relationship between the public and the department.

♦ Continued participation in formal multi-agency task forces to include the formation of temporary task forces to handle major crime events or series. Conduct on-going evaluation of our participation in task force type operations to ensure they are working efficiently and serve the best interests of the City.
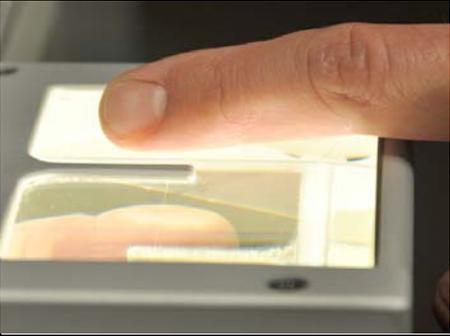
Goal 3

Enhance Community and Police Partnerships

Strategy 2: Review existing technology used by the Department for ways to increase effective communication internally and externally.

Action Plans:

♦ Work with Computer Services to redesign the Bloomington Police Department website in an effort to make it easier for the community to understand and use the services we provide. Expand the amount and quality of material published on the departmental website. Increase communication with citizens by adding email links to the various Departmental entities.

♦ Establish a Departmental Technology Committee with quarterly meetings to provide technical direction and coordination between projects involving multiple units, divisions, and agencies. This group will research the possibility of partnering with private business and organizations that can enhance projects through individuals with technological expertise.

Goal 4

Develop Personnel and Improve Departmental Efficiencies

Strategy 1: Increase internal and external communication recognizing the importance of strengthened relationships that lead to team building and an atmosphere of mutual trust, respect and cooperation.

Action Plans:

♦ Conduct an annual employee survey that is reviewed by the Command Staff and used to address both positive and negative responses.

♦ Conduct annual employee exchanges with the Chief, Assistant Chiefs and Commanders.

♦ Conduct quarterly supervisory meetings with the Chief to review interim departmental goal progress and problem solving focus sessions.

♦ The Department will continue to promote Commendations for exceptional performance to include peer to peer recognition processes.

♦ Examine day to day operations and identify ways to enhance officer level motivation, encourage the use of innovative techniques to conduct non-traditional problem solving . Increase the use of technology driven initiatives to enhance street level policing and information provision.

♦ Encourage departmental employees to increase interactions with other City departments in regards to problem solving as a way to enhance service delivery at all levels.

Goal 4

Develop Personnel and Improve Departmental Efficiencies

Strategy 2: Promote training that is relevant and pertinent to employees. Evaluate changing personnel needs based on current crime trends, developments in technology, and staff feedback.

Action Plans:

- Train all employees on use of the Problem Oriented Policing model, departmental efforts in the Focus Area(s) and the Strategic Plan. This training will clearly identify expectations of Command Staff as well as outline departmental goals. The Command Staff will clearly communicate all goals in this plan to employees on an annual basis.

- Research staffing levels and conduct needs assessments in relation to future city growth and changes in crime trends. Proactively plan for upcoming budget needs based on population projections, response times, and staffing levels for specialized programs.

- Ensure department personnel clearly understand their roles, command expectations, and departmental goals.

Goal 4

Develop Personnel and Improve Departmental Efficiencies

Strategy 3: Plan for future public safety needs in the City to ensure the department is prepared for changes in population, crime trends, and staffing.

Action Plans:

♦ Restructure the Department due to unfunded or open positions. Align the command structure to ensure management of manpower is being undertaken efficiently. Improve the organizational structure to support efficient and effective crime suppression techniques.

♦ Implement an internal planning and strategy team to assist in project management and goal attainment over the next three years. Treat the Strategic Plan as a living document and update if needed based on significant changes, both internal and external.

♦ Explore redistricting the Departments patrol areas. Determine current and future resource allocations in an effort to delivery services in the most efficient manner.

♦ CIAU will monitor crime spatially and temporally to determine changes in crime hot spots coupled with the identification of destabilizing neighborhoods. The Department will remain responsive to geographical changes in crime density and respond accordingly.