



Bloomington Police Department

Strategic Plan



2012 to 2015

Randall McKinley , Chief of Police



Bloomington Police Department Strategic Plan



2012 / 2015

Our department's first three-year strategic plan has succeeded beyond our imagination. Through the hard work of our employees and our neighborhood partners, we have made an impact on criminal activity and nuisance concerns that have long been neglected in some of the more trouble-prone areas of our community. I am extremely proud that the relationship building within our community has exceeded my own optimistic expectations.

It is now time to take this plan to the next level and increase our momentum for the next three years. When we introduced our Problem Oriented Policing (POP) philosophy in 2009, we explained it would be a work in progress and would reflect a complete change in the structure of policing in the 21st century. This philosophy has proven to be very successful, but we can never stop learning and growing. We have more work to do with the management and accountability for our many POP projects. Some elements of the first three-year plan will continue. We also have some new goals and strategies that reflect changes in the community. Our aim is to allow the program to continue to grow and flourish as more of our staff and the public we serve work together to improve the quality of life in our community.

The key ingredient to a successful police agency is partnership with the neighborhoods, businesses, and the growing number of citizens we work with daily. As we introduce the next level of our Strategic Plan for your police department, I want to thank all of you on behalf of every police employee for opening your doors and minds and allowing us in as friends, neighbors, and public servants. Your participation in Problem Oriented Policing and your support of the Bloomington Police Department help us do a more effective job of maintaining public safety.

I believe we can continue to exceed our goals over the next three years, and with your cooperation, we can make Bloomington an even better place to live and work.

Randall D. McKinley, Chief of Police



GOAL 1

Reduce Crime and the Fear of Crime

Strategy 1: We will continue to develop Problem Oriented Policing project sites based on geographic regions with a greater than average number of crimes, calls for service, disorder events and higher than average risk of victimization. Individual officers and teams of officers will apply a variety of resources and techniques to reduce or eliminate criminal activity.

Action Plans:

- Criminal Intelligence and Analysis Unit (CIAU) and Command Staff will 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 responses on these projects will be driven by the Problem Oriented Policing model. Problem Oriented Policing (POP) is a philosophy that takes into account most of the issues facing today's law enforcement agencies which are rooted in facets that are also outside of the law enforcement arena. We have learned that working together with city, state, and federal agencies and partnering with our citizens allows us to focus on a deeper and more permanent solution to some criminal and nuisance issues plaguing certain areas of our community.
- We will continue to communicate and share information within the Department as well as with other City departments. 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.
- CIAU will manage an internal Problem Oriented Policing (POP) support center. Command staff will review and evaluate shift projects each month to ensure we are applying the most efficient responses to crime problems.



GOAL 1

Reduce Crime and the Fear of Crime

Strategy 2: We will increase communication with the community.

Action Plans:

- A community survey will be conducted to measure public satisfaction levels and overall performance of the department.
- The Department will research and develop an electronic system to utilize e-mail, text messages and other mobile device notifications for press releases, urgent public safety announcements or other topics. Alerts from such a system will allow users to receive alerts affecting only their neighborhood.
- The current online crime mapping system will be expanded to include mobile applications on both the Android and Apple phone platforms.
- The Department will maintain its public Offender Watch website which is designed to educate the public on active sex offenders living within our city.
- Bi-monthly focus group meetings with citizens will continue to address current crime trends, complaints, problem locations and developments within the Department. Small task-oriented meetings will also be held with landlords and residents in high crime areas to determine the best course of action to reduce criminal activity and to help stabilize neighborhoods at risk for increased crime.
- Department staff will continue to work with Information Services to improve the website, increase content, provide more frequent updates, and incorporate the use of departmental videos.



GOAL 1

Reduce Crime and the Fear of Crime

Strategy 3: We will work to reduce adult and youth gang motivated crimes.

Action Plans:

- Patrol shifts and the Street Crimes Unit will continue to make gang contacts through rigorous foot and vehicle patrol in high crime areas. BPD will also continue to work with McLean County Probation and Illinois Department of Corrections to increase probationer and parolee accountability.
- CIAU will continue 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 cooperate with local anti-gang intervention programs and schools to reduce youth gang membership.
- As part of Project Safe Neighborhoods, the Criminal Investigation Division and CIAU will continue to 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 a more binding continuity of these cases from beginning to end. We will also work with a specialized prosecution team that performs all hearings, trials, and sentencing of gang leaders, weapons violators, and habitual violent offenders.
- Gang Awareness training programs will be offered to the public, schools and social service agencies as requested. The Department will also continue to encourage the reporting of gang activity.
- We will continue to work with the City’s Community Development, Parks, and Public Service divisions to ensure the tracking, identification and prompt removal of gang graffiti.



GOAL 2

Improve the Quality of Life in Neighborhoods

Strategy 1: We will encourage participation in collaborative efforts with other City departments and the community. These collaborations will support actions in our high calls for service locations and Problem Oriented Policing projects.

Action Plans:

- Patrol officers will use information provided by the CIAU and shift commanders to target and reduce public nuisance offenses within our high calls for service areas and in designated Problem Oriented Policing project locations.
- Patrol officers will identify chronic crime problems within their patrol areas. Neighborhood assessments will be conducted to identify areas or residences that need improvement through additional City services or by increased community involvement.
- Shift and unit commanders will form ad hoc multi-officer teams to focus on crime problems that span multiple shifts and commanders will coordinate departmental and City resources as needed to address the problem(s).
- Problem locations will be addressed through a variety of techniques including increased use of “knock and talks,” saturation patrols, field interviews, focused traffic enforcement, foot patrols, and interviews with affected residents.
- The Department will continue to coordinate with the City’s Planning and Code Enforcement (PACE) Department and use the nuisance abatement programs as part of the Problem Oriented Policing model. Neighborhood Focus Teams will work with PACE inspectors to address property conditions at repeat calls for service locations as well as blighted neighborhoods throughout the City.



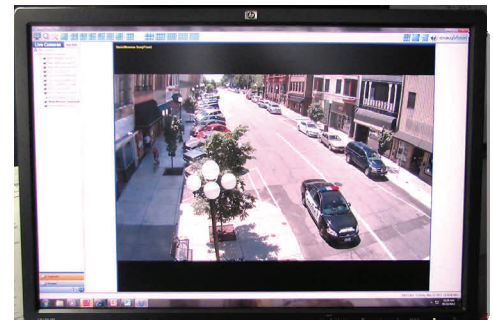
GOAL 2

Improve the Quality of Life in Neighborhoods

Strategy 2: The downtown area will be maintained as a safe environment by improved use of patrol resources and technology.

Action Plans:

- The Department's downtown detail will enforce alcohol-related City ordinances and educate the public and local businesses about the safe and responsible consumption and sales of alcohol.
- The use of specialized downtown patrols to deter street level disorder will continue.
- The wireless cameras used to monitor the downtown corridor have been an effective tool in efforts to identify individuals involved in acts of violence, disorderly conduct and public nuisances. We will increase the number of cameras in this area to help discourage such crimes.
- With assistance from the Information Services department, we will expand access to the camera network for our dispatch center. Dispatch staff and key departmental personnel will be trained on the use of the system for major crime incident responses.





GOAL 2

Improve the Quality of Life in Neighborhoods

Strategy 3: We will enhance traffic enforcement, driving conditions and improve overall roadway safety in Bloomington.

Action Plans:

- The Patrol Division and the Engineering Department will identify top accident sites by patrol area so we can increase enforcement as needed. The Department will discuss traffic issues with the Staff Traffic Advisory Committee, a traffic safety work group that includes City, County, State and local groups.
- The Department will engage in drug interdiction efforts on our high traffic volume corridors to stem the flow of illegal narcotics into our jurisdiction.
- Increased enforcement of Driving Under the Influence (DUI) and Driving While Intoxicated (DWI) laws will be conducted with directed patrols in high accident locations and in the vicinity of establishments that serve alcohol.
- We will improve the processing of drivers arrested for DUI and DWI through specialized training for new officers.
- Existing in-car camera systems will be replaced to improve overall video system reliability and improve the quality of evidence captured during traffic stops.
- The Department will work with the Illinois Department of Transportation to enhance the use of existing traffic cameras installed on major roads and intersections in Bloomington.

GOAL 3

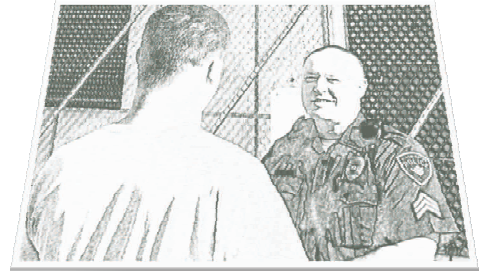
Enhance Community and Police Partnerships



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

Action Plans:

- Staff members will continue to participate in community programs and committees. We will actively seek new partnerships to further enhance our working relationship with the public.
- Our on-going participation in formal multi-agency task forces allows us to leverage outside resources to increase operational efficiencies for minimal costs. The department will continue to evaluate our role in task force operations to ensure the groups are working effectively and serving the best interests of the City.
- The Chief of Police will continue to host bi-monthly citizen meetings targeting neighborhood associations and individual citizens affected by street level crime. The meetings serve as a venue for citizens to address the Chief and representatives from other City departments regarding problems in their neighborhoods.
- The Department will continue to assist and support outside agencies that manage grants or initiatives aimed at reducing crime and disorder in Bloomington. Our staff will also continue to collaborate with agencies and citizen groups to bring problem solving efforts to high crime areas.





GOAL 3

Enhance Community and Police Partnerships

Strategy 2: Existing technology used by the Department will be reviewed to increase effective communication internally and externally.

Action Plans:

- We will work with Information Services to redesign the Department website to make it easier for the community to learn about and use the services we provide. Our aim is to increase the amount of material published on the site, and to improve the quality of the information provided.
- Existing electronic equipment, hardware/software and computer infrastructure will be maintained to ensure proper functioning. We will research and plan for expanded use of technology over the next three (3) years as systems are updated and the technology advances.
- We will ensure employee training keeps pace with the addition of new computerized systems, mobile devices and advancements in electronic forensics and evidence collection methods.
- A department project management system will be used to improve cross-shift communication, ensure departmental accountability and aid in employee performance review processes.



GOAL 4

Develop Personnel and Improve Departmental Efficiencies

Strategy 1: We will increase internal and external communication to strengthen relationships and maintain a high level of trust, mutual respect and cooperation.

Action Plans:

- An annual employee survey will be conducted for review by the Command Staff to document ideas and concerns. Follow-up exchanges will allow employees to discuss survey findings with the Chief, Assistant Chiefs and Commanders.
- The Chief of Police and supervisors will hold tri-annual meetings to review interim departmental goal progress and conduct problem solving sessions.
- The Department will continue to promote employee commendations for exceptional performance and encourage peer-to-peer recognition.
- We will identify ways to enhance officer motivation, seek innovative approaches to problem solving, and recognize officers who successfully complete Problem Oriented Policing projects.
- We will promote engagement with other City departments to enhance service delivery at all levels.
- Department members will be involved in public relations programs to enhance community understanding of police operations.
- The Department will research and evaluate future radio communication interoperability between City departments.



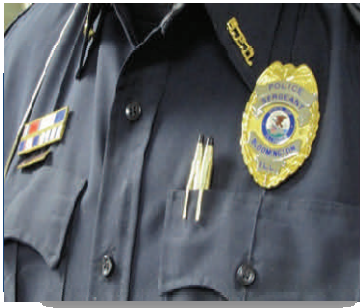
GOAL 4

Develop Personnel and Improve Departmental Efficiencies

Strategy 2: We will provide training that is relevant to situations faced by our employees. Changing personnel needs will be evaluated on the basis of current crime trends, developments in technology, and staff feedback.

Action Plans:

- Conduct yearly employee training reviews on the Department's use of the Problem Oriented Policing model.
- We will highlight successful cases, projects, and detail initiatives during Problem Oriented Policing project reviews at monthly command staff meetings.
- Staffing levels will be researched and needs assessments will be conducted in preparation for future city growth and changes in crime trends. Proactive planning will help address upcoming budget needs based on population projections, call loads, and staffing levels needed for specialized programs.
- We will create a training system for risk management briefing. Identified risk management issues will be presented to personnel on a daily basis in an effort to reduce or mitigate injuries, accidents and other claims.
- A comprehensive policy review will be conducted and all department policies will be updated as needed.



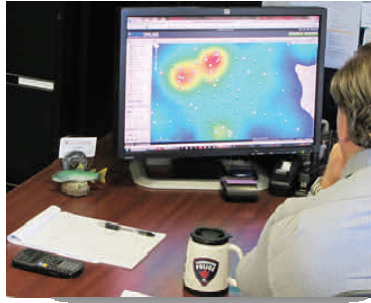
GOAL 4

Develop Personnel and Improve Departmental Efficiencies

Strategy 3: High levels of management and employee accountability will be maintained under our Problem Oriented Policing philosophy. We will define program expectations, measure employee progress, provide feedback, and incorporate the problem solving model into employee performance reviews.

Action Plans:

- Commanders will conduct monthly individual officer performance reviews.
- Commanders will conduct monthly reviews of active employee assignments to ensure departmental goals are being met and employees are being provided clear direction.
- Department goals will be integrated into yearly employee coaching sessions. These sessions will include components that measure and support employee progress in problem oriented policing projects.
- Our Field Training program will be overhauled to include components that will enhance problem solving skills.
- Succession planning will be incorporated into the promotion process to ensure knowledge and experience are passed on to newly-promoted commanders.



GOAL 5

Improve Police Facilities and Departmental Equipment

Strategy 1: We will evaluate the entire Police Department facility, including employee spaces, departmental equipment and public areas to determine future needs for repair or replacement.

Action Plans:

- We will improve and maintain the physical condition of the police department facility and exterior parking deck.
- The existing off-site gun range will be evaluated to determine future use of the gun range.
- Our police records system will be studied to assess system sustainability as we anticipate future reporting needs.
- We will continue our efforts to provide the latest available technology to our staff, so they may continue to provide great service to the community.
- We will increase communications with the community by utilizing various avenues available through Social Media.
- We have started the process of evaluating larger squad cars for our sworn staff to help accommodate more equipment and to increase the comfort and safety of our officers.



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