

# Strategic Plan

## PUBLIC SAFETY SUBCOMMITTEE

### Vision

To enhance the quality of life in the Springfield community by promoting effective and efficient public safety practices to protect the community from threats and harm. Our residents and visitors will experience a sense of safety in their homes, schools, businesses, and at play.

### Mission Statement

Our vision will be successfully implemented by coordinating the prevention, intervention and justice in public safety. Community risks will be reduced by bringing together leaders, professionals and citizens to promote the Community's public safety system. Citizens will become personally and socially responsible partners in facilitating enhanced public safety through innovative educational efforts.

### Priorities

The eight goals outlined have been structured to meet the prevention, intervention, and justice pillars identified in the Mission Statement. The goals have been prioritized in one of three levels which include, from least to highest priority:

- Important
- High
- Critical

Each of the eight goals outlined include several objectives that address various public safety disciplines and encourage citizen engagement. The objectives identified within each goal are discipline specific and many are dependent on non-local funding, so specific priorities for objectives are not assigned.

# Goals

## **I. Identify and maintain awareness of major threats to local public safety, including technology-based threats and large scale disasters.**

### **A. Situation/Assumptions:**

The identified objectives are **important**, on-going processes to achieve the goal.

### **B. Objectives:**

1. Maintain continual awareness of all threats to the community, including technology-based threats and those with potential large scale impacts to citizens, coordinating modifications of response plans accordingly among all public safety agencies.

*Responsible Group:*

Law Enforcement, Health Professionals, Hospitals, Fire, EMS, Emergency Management, Prosecutor's Office, Courts, Juvenile

2. Provide training and foster inter-agency collaboration among public safety officials on current major threats to the local community.

*Responsible Group:*

Law Enforcement, Health Professionals, Hospitals, Fire, EMS, Emergency Management, Prosecutor's Office, Courts, Juvenile

3. Monitor and prepare the community for an increased number of individuals convicted of felony offenses to be released from custody due to financial restraints and over crowding of state and county lock up facilities.

*Responsible Group:*

State, County, and Municipal Leaders

### **C. Proposed Performance Measure(s):**

1. Established information clearinghouse organization involving all public safety agencies
2. Statistical trend analysis reflected in community report cards
3. Detailed hazard analysis review and vulnerability assessment conducted every five years for threats of large scale impact

### **D. Estimated Cost to Achieve Goal:**

No additional costs

### **E. Proposed Funding Source(s):**

It is recommended to continue and enhance the objectives with current general revenue operational funding allocations.

## II. Strengthen interagency collaboration between local and regional response agencies.

### A. Situation/Assumptions:

The identified objectives are **important**, on-going processes to achieve the goal.

### B. Objectives:

1. Utilize and strengthen public and private partnerships to foster hazard mitigation program implementation and Emergency Management Accreditation Program (EMAP) certification.

*Responsible Group:*

Local Public Safety Agencies

2. Work with all school and university campus safety officials to ensure that their facilities' fire and life safety features are in a constant state of working order.

*Responsible Group:*

Fire, School Safety Officials, University Safety Officials

3. Build a standing committee with representation from all public safety agencies, including the justice system, and community members that meets regularly to coordinate and review current trends and challenges related to local public safety.

*Responsible Group:*

Local Public safety agencies, City Management, County Management

### C. Proposed Performance Measure(s):

1. Completion of EMAP and local Hazard Mitigation Program goals
2. Regularly documented review of safety features for campus facilities
3. Organized public safety committee with regular attendance by all local public safety agencies

### D. Estimated Cost to Achieve Goal:

One-Time Cost:

- Objective 1: \$30,000
  - Objective 2, 3: No additional costs
- TOTAL: \$30,000

Ongoing Costs:

- Objective 1: \$5,000
  - Objective 2, 3 : No additional costs
- TOTAL: \$5,000

### E. Proposed Funding Source(s):

It is recommended to continue the objectives with current general revenue operational funding allocations. Potential additional sources for operational enhancement include:

1. Hazard Mitigation Grants
2. Emergency Management Performance Grant (EMPG)
3. Fire Safety Grants

### **III. Educate citizens and promote public awareness on public safety measures and practices.**

#### **A. Situation/Assumptions:**

Public safety prevention and education is directly proportionate to community costs savings. Prevention includes anti-crime initiatives as well as other initiatives like maintaining child safety to and from school. No cost savings can account for that lack of safety. Public Safety education is **important** for the awareness and responsiveness of citizens to emergencies.

#### **B. Objectives:**

1. Promote and encourage citizen involvement regarding civic responsibility as it relates to public safety by educating citizens on how to be observant of what is occurring around them and notify law enforcement of potential criminal activity.

*Responsible Group:*

Schools, Law Enforcement, Health Professionals

2. Identify at-risk youth and promote their participation in programs that are shown to be effective and which are designed to assist them in developing skills to become productive adults in our community.

*Responsible Group:*

Law Enforcement, School Resource Officers, School Teachers and Staff, Juvenile System, Health and Human Service Organizations

3. Identify needs of at-risk families promoting and expanding appropriate programs.

*Responsible Group:*

Law Enforcement, Schools, Health and Human Services Organizations

4. Educate men and women on healthy behavior in families by teaching proper relationship boundaries, positive relationship role models, and non-violent communication skills.

*Responsible Group:*

Court and Juvenile System, Schools, Health Professionals, Health and Human Service Organizations

5. Educate citizens to be proactive in identifying and assisting citizens of all ages in preventing abusive (physical, verbal, emotional, sexual) situations, including technology-based crime (cyber-bullying).

*Responsible Group:*

Schools, Law Enforcement, Health Professionals

6. Educate parents, adults, college students and youth on the dangers of underage alcohol use, illegal drug use, and prescription drug use.

*Responsible Group:*

Health and Human Service Organizations, Health Professionals, Schools

7. Develop and educate the public on official resources to notify the community of known or credible technological threats in an efficient and timely manner.

*Responsible Group:*

Public Safety Agencies

8. Educate regarding the use of designated drivers and the dangers of driving while impaired by drugs and alcohol.

*Responsible Group:*

Law Enforcement, Schools, Health Professionals

9. Educate drivers on how to reduce distractions, drive attentively and avoid collisions.

*Responsible Group:*

Schools, Law Enforcement

10. Develop and encourage age appropriate driver's education and testing designed to ensure all drivers have current knowledge regarding traffic laws and physical abilities to abide by those laws.

*Responsible Group:*

Schools, Law Enforcement

11. Promote safety education for adult pedestrians and bicyclists, campaigns encouraging motorists to "share the road", and existing voluntary child safety programs, incorporating age-relevant topics of traffic safety in R-12's lesson plans.

*Responsible Group:*

Schools, Law Enforcement

12. Enhance the level of citizens' preparedness through construction of a "Community Center" offering resources and education to at-risk groups as well as providing hands-on safety education to children in a "Safety Village".

*Responsible Group:*

Municipal Departments, Health and Human service Organizations

13. Enhance the level of citizen disaster preparedness by continuing support of volunteer programs such as the Community Emergency Response Teams (CERT) and Hometown Ready accreditation.

*Responsible Group:*

Emergency Management

14. Provide fire safety education programs such as Juvenile Fire Setters and prevention measures on topics to include, but not limited to, child proofing the home of ignitable items, burn/scald prevention, cooking safety, fire extinguishers, and smoke alarms (for hearing impaired and tamper resistant).

*Responsible Group:*

School, Public Safety Agencies, Health and Human Organizations

15. Reduce the number of fire incidents to all individuals with fire safety education programs to focus on vulnerable populations, utilizing community based working groups.

*Responsible Group:*

Schools, Public Safety Agencies, Health Organizations

16. Educate the public about when to make a 911 call and informing citizens of other resources available for non-emergency incidents.

*Responsible Group:*

Public Safety Agencies, Hospitals

**C. Proposed Performance Measure(s):**

1. Implementation of education campaigns
2. Increase community preparedness demonstrated through citizen surveys and community report cards

**D. Estimated Cost to Achieve Goal:**

One-Time Cost:

- Objective 1: \$10,000
- Objective 2: \$20,000
- Objective 3: \$150,000
- Objective 4-10: \$500,000 (\$50,000 each education program)
- Objective 11: \$35,000
- Objective 12: \$5,000,000
- Objective 13: \$21,000
- Objective 14-16: \$100,000
- TOTAL: \$5,836,000

Ongoing Costs:

- Objective 1: \$10,000
- Objective 2: \$20,000
- Objective 3: \$150,000
- Objective 4-10: \$500,000 (\$50,000 each education program)
- Objective 11: \$3,000
- Objective 12: \$40,000
- Objective 13: \$500,000
- Objective 14-16: \$75,000
- TOTAL: \$1,298,000

**E. Proposed Funding Source(s):**

Short-term, active citizen education programs need to continue with current resources available. It is encouraged that the Public Safety education programs expand as outside funding sources become available. There is no proposal for new funding sources for such activities; however, such education programs could be a component of future local funding initiatives.

1. Education focused grants
2. Community Development Block Grants
3. Children’s tax
4. General Revenue operational funding allocations
5. Donations from business community
6. Program Fees

## **IV. Enhance proactive policies and practices that mitigate against crime and adverse effects of public safety threats.**

### **A. Situation/Assumptions:**

Crime incurs significant costs to a community. Costs can range from \$41,000 for the average burglary to \$17.25 million for murder\*. The identified objectives are **high** priorities for the committee.

### **B. Objectives:**

1. Provide a supportive environment for crime victims, including domestic violence and child victims, encouraging and assisting them in seeking safety.

*Responsible Group:*

Community Support Groups, Health and Human Services

2. Evaluate current screening, prevention, deterrence, and treatment programs for effectiveness and expand those which are showing evidenced-based positive results.

*Responsible Group:*

Substance Abuse Providers, Schools, Law Enforcement, Health and Human Services

3. Promote and encourage active DWI enforcement through proven measures such as check points and targeted enforcement.

*Responsible Group:*

Law Enforcement

4. Promote state and local child protection legislative policies, where appropriate, to include, but not limited to, protecting children from commercial exploitation designed to encourage alcohol and drug use.

*Responsible Group:*

State, County and Municipal Leaders, Schools, Law Enforcement

5. Promote state and local legislative policies, where appropriate, that promote crime deterrence, prevention, intervention, and enforcement to include, but not limited to, protecting citizens from technologically driven crimes and reducing illegal use of drugs and alcohol.

*Responsible Group:*

State, County and Municipal Leaders, Schools, Law Enforcement

6. Promote state and local traffic safety legislative policies, where appropriate, to include, but not limited to, eliminating drug and alcohol impaired driving, limiting the use of hand held electronic devices while driving, restricting the CCs of motorcycles based upon age/date of first issuance of motorcycle license, requiring helmets for motorcycle/ATV use, and enforcing the primary seat belt law.

*Responsible Group:*

State, County and Municipal Leaders, Schools, Law Enforcement, Traffic Department

7. Work with local business leaders and the HBA to promote the use and installation of residential safety systems throughout the community through public-private partnerships.

*Responsible Group:*

Fire, Building Development Services

**C. Proposed Performance Measure(s):**

1. Statistical trend analysis reflected in community report cards
2. Passage of legislative policies
3. Completion of projects involving public-private partnerships

**D. Estimated Cost to Achieve Goal:**

No additional costs

**E. Proposed Funding Source(s):**

It is recommended to continue and enhance the objectives with current general revenue operational funding allocations.

\*DeLisi, M., Kosloski, A., Sween, M., Hachmeister, E., Moore, M., & Drury, A. (2010, August). Murder By Numbers: Monetary Costs Imposed By a Sample of Homicide Offenders. *The Journal of Forensic Psychiatry & Psychology*, 21(4), 501-513.

**V. Strengthen recruitment and retention of well-trained public safety staff to maintain safe and adequate staffing levels.**

**A. Situation/Assumptions:**

If we are to continue to provide a high level of public safety services expected by citizens, it is **critical** that we have adequate public safety staff paid at competitive rates. It is vital that an increase in personnel resources in one discipline is balanced with the additional support needed for other interrelated disciplines. Additional law enforcement officers directly impacts caseload and process efficiency in all other judicial components.

**B. Objectives:**

1. Build optimal public safety personnel resources to levels based on discipline-specific ratio standards for maximum daytime population of the City and County.

*Responsible Group:*

Local Public Safety Agencies

2. Increase and maintain justice system personnel to support a more balanced caseload implemented by law enforcement personnel for more efficient processing.

*Responsible Group:*

State, County, and Municipal officials, Law enforcement Agencies

3. Enhance the level of preparedness of our first responders in Greene County by establishing comprehensive, state of the art training programs and a multi-year exercise plan that focuses on building capabilities to deal with both small and large scale incidents including, but not limited to, violent attacks at large crowd special events, school, churches, etc.

*Responsible Group:*

Local Public Safety Agencies, Health Professionals

4. Identify public safety personnel exposed to vicarious trauma experiences and support with resources including stress management counseling, local support systems, etc.

*Responsible Group:*

Local Public Safety Agencies

**C. Proposed Performance Measure(s):**

1. Reduced staff turnover within public safety agencies
2. Adequate staffing levels for all public safety agencies

**D. Estimated Cost to Achieve Goal:**

One-Time Cost:

- Objective 1: \$5,032,000 (SPD: 88 officers)  
\$2,700,000 (Fire: 60 personnel)  
\$8,700,000 (Sheriff: 74 officers, 20 invest., 53 correct. officers, 66 support staff)  
\$125,000 (R-12: for 5 officers)
- Objective 2: \$1,773,213 (GCPA: 10 Assist. Pros., 11 support staff)

- Objective 3: \$10,000 (Exercise Program)
- Objective 4: No additional costs
- TOTAL: \$18,340,213

Ongoing Costs:

- Objective 1: \$4,056,800 (SPD)  
\$2,700,000 (Fire)  
\$7,200,000 (Sheriff)  
\$170,130 (R-12)
- Objective 2: \$1,594,170 (GCPA)
- Objective 3: \$10,000 (Exercise Program)
- Objective 4: No additional Costs
- TOTAL: \$15,731,100,130

**E. Proposed Funding Source(s):**

This goal cannot be achieved without additional revenue.

Specific to the justice system, it is vital to balance funding to enhance the entire system as a whole. Anything else will only increase the bottleneck strain created by unbalanced growth. The growth identified by the Greene County Prosecuting Attorney’s Office is based on current needs and 5-year projected growth with current trends. The identified expansion of law enforcement resources will further challenge the local justice system unless balanced appropriations are made for all system components.

1. General Revenue operational funding allocations
2. Additional tax/fees

## **VI. Provide optimal facilities and equipment (including technology), and promote effective/efficient use of resources.**

### **A. Situation/Assumptions:**

Facilities and equipment are the tools required for public safety personnel to safely and effectively fulfill their responsibilities. It is a **high** priority to the committee that public safety disciplines achieve their respected objectives as outlined below. The identified needs are in various stages of development and priority.

Funding for the Public Safety Center has been secured and construction has begun. Land has been purchased for an additional fire station but no funding has been secured for building construction.

Judicial system asset needs have been researched and analyzed by the community's Safety and Justice Roundtable Committee. Many of the objectives outlined reflect their findings. In summary, the County's Judicial Courts Facility, opened in 1996, is out of space. Studies show that the 31st Judicial Circuit, which is comprised of Greene County, has the highest case load in the state and needs an additional 7 judges. There is no space available even if funding were available for these judges. The County's Juvenile Detention Center, built in 1991, is also overcrowded. A success of the Juvenile program is that the population incarcerated juveniles has decreased from 24 (the capacity of the Juvenile Detention Center) to an average of six to eight over the past decade. The reduction in incarcerated juveniles is due to intensive alternative programs designed to keep youth from becoming adult criminals. While this costs the community much less, it requires more staff. As a result the administrative portion of the Juvenile Center has become very overcrowded.

The City's municipal court is housed in the old Heritage cafeteria building at Chestnut and Benton. It is also very overcrowded. A new, more functional facility with adequate space is needed.

Twenty million dollars is anticipated for expansion on the County jail. This need falls behind expansion of the Judicial Courts and Juvenile Buildings. Additional jail space is needed; however it needs to be geared toward minimum security, work release and day reporting functions. The current proposal favored by County staff calls for moving the Sheriff's "non-jail" functions - patrol, criminal investigations, records and evidence - out of the jail building and converting this area for a minimum security population of about 50 beds. Staff strongly feels that simply expanding the jail would address only the symptom and not address the underlying need of better managing criminal case flow.

The current Trunked Radio System (TRS) utilized by all public safety personnel in Greene County has reached end of life. The TRS has provided reliable, interoperable communications for all emergencies in Greene County. The critical system components can no longer be bought, new or used. Estimated time for necessary upgrade is by 2020. TRS replacement project can be accomplished in phases, phase one requiring \$2.4 million.

### **B. Objectives:**

1. Construct a new Public Safety Center to house key emergency coordination agencies that integrates a digital incident coordination system and facilitates a seamless coordination of all local agencies during a disaster response.

*Responsible Group:*  
OEM and Emergency Communications

2. Provide for the construction and staffing of Fire Station 13 located on West Chestnut Expressway.

*Responsible Group:*  
Springfield Fire

3. Construct and remodel the judicial courts facility, including spaces for juvenile courts and family courts.

*Responsible Group:*

County Justice System, County Management, City Management

4. Construct a new city municipal center.

*Responsible Group:*

City Municipal Courts, City Management

5. Construct additional office space for the Sheriff's Office.

*Responsible Group:*

County Justice System, County Management, City Management

6. Construct to expand County jail.

*Responsible Group:*

County Justice System, County Management, City Management

7. Develop a fleet maintenance and purchasing program for public safety agencies based on high mileage, maintenance costs, etc.

*Responsible Group:*

Local Public Safety Agencies

8. Construct a regional practical training facility.

*Responsible Group:*

Fire Department, Police Department and Public

9. Secure funding to replace older equipment to include, but not limited to, current 800 mhz trunked radio system to current version of Motorola trunking and to APCO P25 transmission standards, self-contained breathing apparatus, vehicle extrication equipment, and mobile data equipment.

*Responsible Group:*

Public Safety Administration/Finance

10. Identify, evaluate, and purchase current public safety related technology that is available, which will be beneficial to the mission of public safety agencies.

*Responsible Group:*

Local Public Safety Agencies

### **C. Proposed Performance Measure(s):**

1. Complete construction of identified capital projects
2. Replacement of older public safety equipment, including fleet vehicles
3. Enhancement of public safety equipment with proven technological improvements for the safety of responder and citizen

## D. Estimated Cost to Achieve Goal:

### One-Time Cost:

- Objective 1: \$19,000,000
- Objective 2: \$3,000,000
- Objective 3: \$15,000,000
- Objective 4: \$7,000,000
- Objective 5: \$10,000,000
- Objective 6: \$20,000,000
- Objective 7: \$5,200,000 (Fire)  
\$1,024,000 (SPD for 32 cars)  
\$75,000 (OEM)  
\$225,000 (Sheriff)
- Objective 8: \$1,000,000
- Objective 9: \$20,000,000 (800 Radio)  
\$5,000,000 (Fire)  
\$1,460,000 (Mobile Data Equipment)
- Objective 10: \$250,000 (Fire)
- TOTAL: \$108,234,000

### Ongoing Costs:

- Objective 1: \$50,000
- Objective 2: \$750,000
- Objective 3: \$80,000
- Objective 4: \$80,000
- Objective 5: \$80,000
- Objective 6: \$80,000
- Objective 7: \$450,000 (Fire)  
\$1,024,000 (SPD for 32 cars annual replacement)  
\$20,000 (OEM)
- Objective 8: \$100,000
- Objective 9: \$1,000,000 (800 Radio which is also current maintenance costs)  
\$500,000 (Fire)  
\$260,000 (mobile data equipment)
- Objective 10: \$20,000 (Fire)  
\$100,000 (Law Enforcement Record Management)
- TOTAL: \$4,594,000

## E. Proposed Funding Source(s):

Local public safety agencies utilize various local and non-local funding sources in striving to keep facilities and equipment as current as possible. Current operating budgets will not support the financial commitment of most projects identified. Achievement of the listed projects will be dependent on securing new/additional funding sources. Outside funding sources are often project/discipline specific and may place one project before another.

1. General Funds
2. Debt Financing
3. Level Property Tax
4. Federal grants

**VII. Identify appropriate local, state, federal, and private revenue sources to support missions of local public safety agencies.**

**A. Situation/Assumptions:**

The identified objectives are **high** priorities as on-going processes.

**B. Objectives:**

1. Maintain awareness of fiscal opportunities for mitigation funding through state local and federal channels including but not limited to the Hazard Mitigation Grant Program (HMGP) and Pre-disaster Mitigation (PDM) funds.

*Responsible Group:*

City and County Municipal Departments

2. Develop funding sources for public safety related special programs which include, but are not limited to, Juvenile Fire Setters Program, smoke alarms for hearing impaired, CERT, Hometown Ready, future Safety Village, etc.

*Responsible Group:*

City and County Municipal Departments

3. Develop funding sources for investment of public safety technology enhancements.

*Responsible Group:*

City and County Municipal Departments

4. Secure a line-item budget amount to provide adequate funding to meet a life cycle funding plan that does not increase more than 5% per year.

*Responsible Group:*

Public Safety Administration/Finance

**C. Proposed Performance Measure(s):**

1. Continual revenue source for identified public safety needs
2. Award and implementation of state, federal, and private revenue sources for public safety goals

**D. Estimated Cost to Achieve Goal:**

No additional costs

**E. Proposed Funding Source(s):**

It is recommended to continue and enhance the objectives with current general revenue operational funding allocations.