



BLOOMINGTON POLICE DEPARTMENT

2025-2029 Strategic Plan



BLOOMINGTON POLICE DEPARTMENT

2025-2029 STRATEGIC PLAN QUICK FACTS

The Bloomington Police Department's (BPD) new 5-year strategic plan was created in 2025 with guidance from community partners, elected officials, and department staff. This plan will kick-off BPD's 175th Year as a police department. In the next five years, the BPD will work harmoniously executing our Mission and Vision, and intently focusing on six Strategic Priorities, which include 17 objectives and 137 actions. This is a living document built on the Pillars of the President's Task Force on 21st Century Policing and the Illinois Association of Chiefs of Police's and NAACP's Ten Shared Principles.

MISSION STATEMENT

It is the mission of the Bloomington Police Department to work honorably and steadfastly with members of the community to enhance livability through servant leadership, strong partnerships, and continuous innovation.

VISION STATEMENT

As a leading law enforcement agency, the Bloomington Police Department will focus on enhancing the City of Bloomington's livability through continuous application of innovation and strong partnerships with our community while applying the values of honesty, integrity, professionalism, commitment to service, reverence for law and respect for human dignity.

VALUES



Letter from BPD's Chief of Police

Dear Community,

I am proud to present our Five-Year Strategic Plan for 2025-2029. This plan includes revisions to our Mission and Vision statements and reinforces our commitment to professionalism, respect for human dignity, service and integrity. I am also pleased to acknowledge our dedicated staff, who work tirelessly with the community to create a safe environment where residents can live, grow, educate, play, and worship. It is an honor and privilege for all members of the Bloomington Police Department to serve this community. Our mission is dynamic and encompasses both public safety and law enforcement. This community deserves an organization that operates on the principles of servant leadership and strives for excellence in all its endeavors.



As we approach our 175th anniversary, this organization is committed to elevating our current state and transitioning from **good to great**. Through community and staff input, the Bloomington Police Department has developed this five-year strategic plan, which outlines six strategic priorities: Employee Inclusion, Wellness, and Development; Crime Prevention and Traffic Safety; Planning and Problem-Solving; Community Engagement; Transparency; and Enhanced Infrastructure.

This plan aligns with the President's Task Force on 21st Century Policing and incorporates its recent Renewed Call to Action, published on April 25, 2023. The Illinois Association of Chiefs of Police Ten Shared Principles also provided foundational elements for the plan (see Appendix). The strategic plan sets ambitious yet attainable goals, driven by a focused and diligent pursuit of public safety and community service for all. High levels of community, employee engagement, and staff development are crucial to achieving our strategic objectives. This plan will guide decision-making at all levels and serve as a living document, incorporating key performance indicators in critical service areas and high-priority opportunities to enhance our overall deliverables for both staff and community.

As we embark on our 175th year, our pursuit of excellence continues, with aspirations to achieve great things in the next five years. I am immensely grateful for the men and women of the Bloomington Police Department who embody our values—Honesty, Integrity, Professionalism, Commitment to Serve, Reverence for Law, and Respect for Human Dignity—each and every day. With the support of the City Council and the City Managers, we will maintain our focus on delivering exceptional public safety services to everyone in Bloomington, Illinois.

Delightfully serving,

A handwritten signature in black ink that reads "Jamal A. Simington". The signature is written in a cursive, flowing style.

Jamal A. Simington

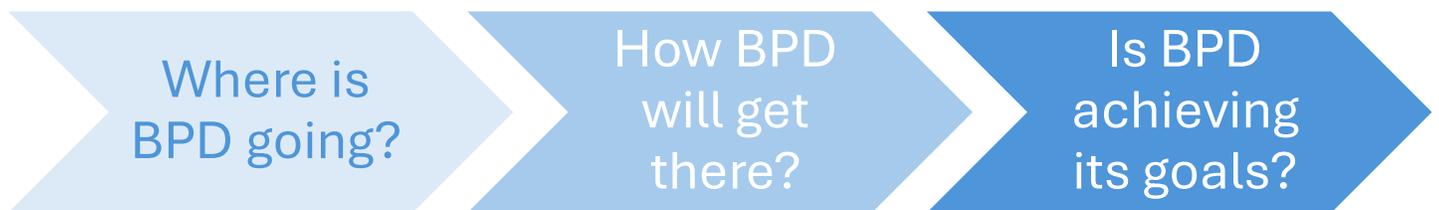
Chief of Police



INTRODUCTION

PURPOSE OF THE STRATEGIC PLAN

The purpose of the Bloomington Police Department (BPD) 2025-2029 Strategic Plan is to provide essential guidance to the organization for achieving short and long-term visions while navigating the complexities of public safety and law enforcement. This plan is a living document which will provide a roadmap of where BPD wants to go, based on informed decisions, direction and focus, collaboration, innovation and with metrics and target goals for completion. This is extremely valuable for our department, citywide organization and great community.



PLANNING PROCESS AND STRATEGIC PLAN ADVISORS

In September of 2024, Chief Jamal A. Simington assembled a diverse representation of community members, community businesses, organizations, and educational leaders, elected officials, BPD union leaders, and BPD staff to discuss the police department. A Strengths, Weaknesses, Opportunities, and Threats (SWOT) model was used during the Community Strategic Planning Meeting. Additionally, the Chief used the SWOT Model throughout the year during a leadership planning meeting and with general staff members. BPD also conducted internal surveys and utilized two vendors' post contact and random survey tools to aid in the process of capturing on-going input from our community members. This culminated into the development of the six BPD Strategic Priorities, while also being mindful of the City of Bloomington's Council Strategic Priorities, specifically related to BPD's mission, **"Improve Infrastructure, Improve Efficiency in Service Delivery, and Enhance Public Safety and Well-being"**.

BPD Community Strategic Planning Meeting



Responses from the Community BPD Strategic Planning Meeting:

When you think about BPD, what is the first thing(s) that comes to mind?



STRATEGIC PRIORITIES





21st Century Policing Initiative

Pillar 1: Building Trust	Pillar 2: Policy/Oversight	Pillar 3: Technology & Innovation	Pillar 4: Community Policing/Crime Reduction	Pillar 5: Professionalism and Training	Pillar 6: Strengthen Our Workforce
<ul style="list-style-type: none"> • Culture of transparency and accountability • Procedural Justice: Internal Legitimacy • Positive non-enforcement activities • Research crime-fighting that builds public trust • Community surveys • Workforce diversity 	<ul style="list-style-type: none"> • Community input and involvement • Use of Force accountability • Non-punitive peer review of critical incidents • Local civilian oversight • Officer identification and reason for stops • Prohibit profiling and discrimination • Encourage shared services between jurisdictions 	<ul style="list-style-type: none"> • New technology • Technology designed considering local needs • Body worn cameras and other emerging technologies • Transparency and accessibility for the community through technology • Less than lethal technology 	<ul style="list-style-type: none"> • Community engagement • Infuse community policing • Protect the dignity of all • Neighborhood problem solving • Reduce aggressive law enforcement that stigmatizes youth • Address the youth-to-prison pipeline • Youth engagement 	<ul style="list-style-type: none"> • High quality training • Engage community members in training • Leadership training for all officers • National postgraduate program of policing for senior executives • Implicit bias and cultural responsiveness • Reinforce policies on sexual misconduct and harassment • Higher education for staff • Improve field training officer programs • Use of technology to improve access to an equality of training 	<ul style="list-style-type: none"> • Multifaceted officer safety and wellness initiative • Promote officer wellness and safety • Scientifically supported shift lengths • Tactical first aid kits and training • Collect information on injuries • Require officers to wear seat belts and bulletproof vests

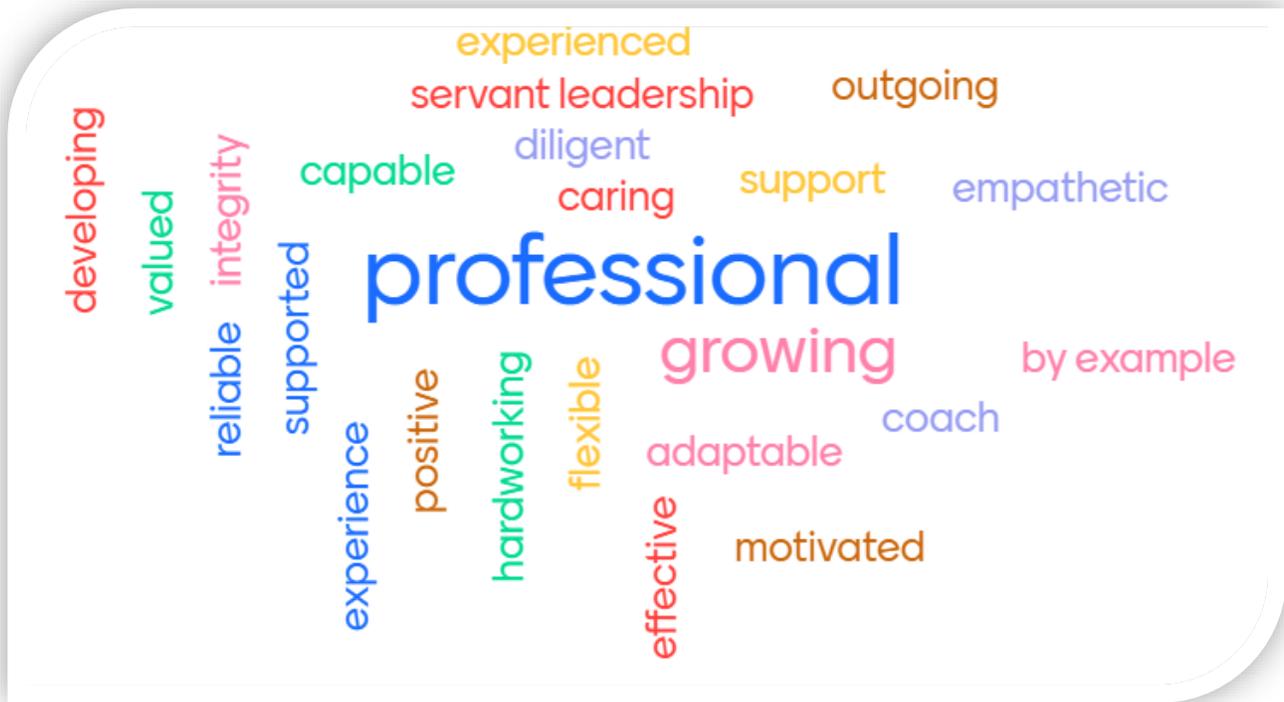


During the 2024 BPD Leadership Retreat,

BPD Leaders described BPD's staff as:



Qualities of BPD's Leadership Staff



STRATEGIC PRIORITIES

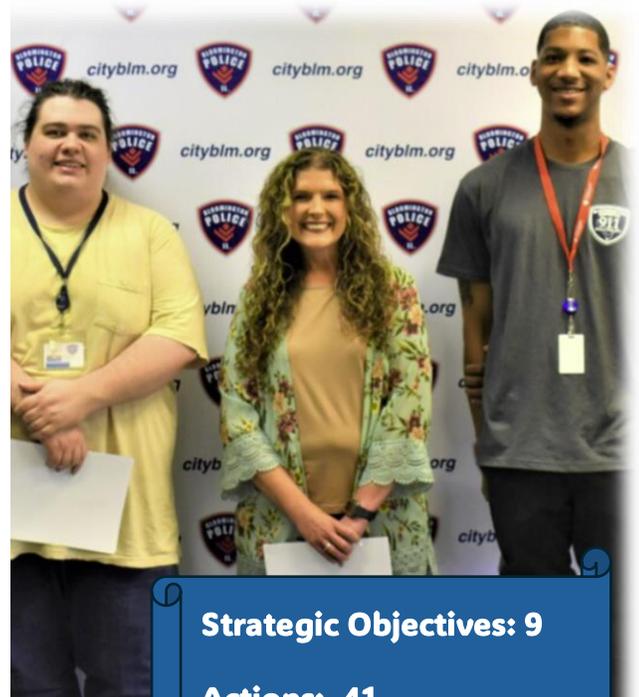
The Bloomington Police Department 2025-2029 Strategic Plan is organized in a table format by Strategic Priority, with Strategic Objectives, inclusive of key activity, metrics, assignments, and target completion. Those target completions, which are listed as on-going, indicates it is an action that is being continuously worked throughout the plan. There are 17 goals and 141 actions listed.

ANNUAL REPORT

A BPD Annual Report will be published to document progress related to the Strategic Plan. This will be made available to Bloomington's Elected Officials, the City's Executive Leadership Staff and our community, as well as on BPD's public-facing Transparency Portal.

PRIORITY 1:

Employee Development,
Inclusion, and Wellness



Strategic Objectives: 9

Actions: 41

I. EMPLOYEE DEVELOPMENT, INCLUSION, AND WELLNESS

The Bloomington Police Department (BPD), in its best effort to maintain livability in the City of Bloomington, will continuously place a high value on optimizing employee development, inclusion, and wellness through proven programs, resources, tools, and policies. BPD will create a culture in which all employees are safe, healthy, engaged, and resilient, while executing the ideals of servant leadership. BPD will strive to recruit in an effort to become more representative of the City's demographics.

STRATEGIC OBJECTIVES

1. Enhance employee health and wellness.

Key Activity	METRICS	Assigned To:	Target Completion
1a. Hold required mental health wellness check-ins for sworn and emergency communications personnel annually	<ul style="list-style-type: none"> # of check-ins conducted 100% Compliance 	Assistant Chief of Professional Standards (OPS)	Ongoing
1b. Promote easy access to adequate and professional mental health services for all employees	<ul style="list-style-type: none"> # of improvements accomplished Continuous improvement noted in survey feedback 	Assistant Chief of OPS	Ongoing
1c. Enhance the Peer Support Program	<ul style="list-style-type: none"> # of Sworn Peer Support advisors # of Civilian Peer Support advisors # of Retired Peer Support advisors # of times Peer Support is used Continuous improvement noted in survey feedback 	Assistant Chief of OPS	Ongoing
1d. Hold wellness classes for spouses/significant others and family members of new employees	<ul style="list-style-type: none"> # of classes held # of new families who participated 100% Goal Feedback survey 	Assistant Chief of OPS	Annually
1e. Explore new shift models	<ul style="list-style-type: none"> Complete for sworn, public safety dispatchers and professional staff 	Executive Staff	October 2025
1f. Research and implement financial, mental, and physical fitness programs to promote a healthy lifestyle	<ul style="list-style-type: none"> # of program improvements identified 	Assistant Chief of OPS	Ongoing

	<ul style="list-style-type: none"> • # of professional development trainings attended • # of trainings provided • Review aggregate/qualitative data for improvement 		
1g. Conduct line of duty injury analysis to identify causation and prevention strategies	<ul style="list-style-type: none"> • Review injury reports • # of on-the-job injuries • # of work days lost because of injury • Injury severity review • # of preventable injuries • # of prevention strategies recommended • # of preventive strategies implemented 	Assistant Chief of OPS & City Human Resources (HR)	Annually
1h. Explore a therapy dog program	<ul style="list-style-type: none"> • Report Recommendation • Budget Impact • Staffing Impact 	Assistant Chiefs of OPS & Administration	Fiscal Year (FY) 2027
1i. Assess Supervisor workloads	<ul style="list-style-type: none"> • Analyze workloads • Analyze delegation opportunities • Conduct process reviews • Succession Planning Strategies for key positions 	Executive Staff	Ongoing

2. Develop a personnel evaluation system (PES) for staff to enhance employee performance, development, feedback, and capability with a focus on servant leadership principles.

Key Activity	METRICS	Assigned To:	Target Completion
2a. Research, select, and use a vendor to develop a PES using job task analysis and Knowledge, Strength, Ability, and Attitude (KSAs) criteria	<ul style="list-style-type: none"> • # of job task analysis completed for each rank • Vendor identified 	Executive Staff	Ongoing
2b. Develop a fair and objective PES	<ul style="list-style-type: none"> • Accomplished 	Executive Staff	FY 2026

2c. Include affected bargaining unions in the development of the tool	<ul style="list-style-type: none"> • Create a committee and dialogue • # of meetings 	Executive Staff	Ongoing
2d. Implement a PES	<ul style="list-style-type: none"> • Full Implementation • # of participants • # of feedback provided • # of changes made 	Chief	FY2027

3. Utilize BPD's mentorship program to assist employees with professional growth, career development, succession planning and enhance police services with servant leadership ideals.

Key Activity	METRICS	Assigned To:	Target Completion
3a. Identify and select qualified mentors	<ul style="list-style-type: none"> • # of civilian mentors • # of sworn mentors 	Executive Staff	1st quarter annually
3b. Offer employees the opportunity to participate as mentees	<ul style="list-style-type: none"> • # of mentee applicants • # of diverse applicants 	Chief	End of 1st quarter annually
3c. Formally mentor BPD employees	<ul style="list-style-type: none"> • # of employees selected • # of mentees selected 	Executive Staff	2nd-4th quarters annually
3d. Use post participation feedback to enhance the program	<ul style="list-style-type: none"> • 100% Survey Feedback from participants • # of enhancements made 	Executive Staff	End of 4th quarter annually

4. Strive to increase employee diversity to be more reflective of the demographics of Bloomington's population and meet 30x30 objectives.

Key Activity	METRICS	Assigned To:	Target Completion
4a. Develop a 3-year BPD Recruitment and Retention Plan	<ul style="list-style-type: none"> • Completed Plan 	Assistant Chief of OPS and Recruitment and Upward Mobility Committee	Last Quarter of 2025
4b. Enhance recruitment advertisements	<ul style="list-style-type: none"> • # of diverse platforms • # of impressions obtained 	Recruitment Coordinator and City HR	Ongoing
4c. Increase and enhance collaborations with schools and community organizations	<ul style="list-style-type: none"> • # of collaborations • Create a feedback loop 	Recruitment Coordinator and City HR	Ongoing
4d. Attend and host recruitment events	<ul style="list-style-type: none"> • # of events attended • # of potential applicants contacted 	Recruitment Coordinator and Field Recruiters	Annually
4e. Recruit interns interested in serving at the BPD	<ul style="list-style-type: none"> • # of intern advertisements • # of intern applicants • # of intern participants • # of interns selected • # of diverse interns 	Intern Coordinator	Annually



5. BPD Management will use programs to enhance employee inclusion and increase retention.

Key Activity	METRICS	Assigned To:	Target Completion
5a. Employee surveys	<ul style="list-style-type: none"> • # per year • # of surveys completed • # of action items identified • Effectiveness score 	Assistant Chief of Administration	Annually in June and November
5b. Increase employee survey completion rates	<ul style="list-style-type: none"> • Target 50% • Target 60% • Target 65% • Target 70% 	Assistant Chief of Administration	<ul style="list-style-type: none"> • 2025 • 2026 • 2027 • 2028

6. Create a diverse advisory group to discuss organizational issues.

Key Activity	METRICS	Assigned To:	Target Completion
6a. Create Advisory Group Standard Operating Procedure (SOP)	<ul style="list-style-type: none"> • SOP Created 	Chief	2nd quarter of 2025
6b. Recruit Advisory Group members	<ul style="list-style-type: none"> • # of interested employees • # of members selected 	Chief	Month of April Annually
6c. Generate feedback for overall departmental improvement	<ul style="list-style-type: none"> • # of Advisory Group Meetings • # of participants 	Chief	Ongoing
6b. Create action items for improvement	<ul style="list-style-type: none"> • # of quick wins • # of mid-term goals • # of long-term goals 	Executive Staff	Ongoing

7. Work with a vendor to develop and administer promotional tests for upward mobility of police officers.

Key Activity	METRICS	Assigned To:	Target Completion
7a. Provide Knowledge, Skills, Abilities, and Attitudes (KSAs) needed for BPD leaders/testing	<ul style="list-style-type: none"> • Complete with vendor 	Executive Staff	1st Quarter of 2025 and 2028
7b. Assist with the development of an adequate process to assess leadership readiness & suitability	<ul style="list-style-type: none"> • Complete with vendor • Conduct a needs assessment 	Executive Staff	1st & 2nd Quarters of 2025 and 2028
7c. Ensure testing adequacy for identifying future leaders	<ul style="list-style-type: none"> • Complete for testing 	Executive Staff	1st & 2nd Quarters of 2025 and 2028
7d. Ensure promotional tests are administered	<ul style="list-style-type: none"> • # of test takers • Survey participants to measure effectiveness 	Executive Staff	3rd Quarter of 2025 and 2028
7e. Certify a promotional list for target Sergeant and Lieutenant	<ul style="list-style-type: none"> • Finalized List 	Executive Staff	Prior to 4th Quarter of 2025 and 2028

8. Provide basic and advanced education and training for staff, creating a commitment to personal, and professional development, and lifelong learning.

Key Activity	METRICS	Assigned To:	Target Completion
8a. Evaluate training offerings on an annual basis for sworn, public safety dispatchers and professional employees	<ul style="list-style-type: none"> • # of training offerings • # of training attended • # of training hours 	Assistant Chief of OPS	4th Quarter Annually
8b. Ensure compliance with the Illinois Law Enforcement Training and Standards Board	<ul style="list-style-type: none"> • 100% Compliance 	Assistant Chief of OPS	Annually

8c. Identify and offer practical management courses for command and leadership staff	<ul style="list-style-type: none"> • # of courses offered • # of courses completed • # of post course agency enhancements noted 	Executive Staff	Ongoing
8d. Develop an annual training plan for sworn and civilian employees	<ul style="list-style-type: none"> • # of plans completed and updated 	Assistant Chief of OPS	4th Quarter Annually
8e. Maintain a strong and impactful field training program for sworn officers and public safety dispatchers	<ul style="list-style-type: none"> • # of Field Training Officers (FTO) Trained • # of Communications Training Officers (CTO) • # of FTOs on staff • # of CTOs on staff • Completion rate of Probationary Officers / Dispatchers 	Assistant Chief of OPS, Assistant Chief of Administration, & Emergency Communications Center (ECC) Manager	Ongoing

9. Conduct diligent critical and operational debriefs to increase safety, effectiveness, and efficiency.

Key Activity	METRICS	Assigned To:	Target Completion
9a. Assess responses to learn and improve safety and public safety services	<ul style="list-style-type: none"> • # of operational debriefs conducted for significant incidents • 100% rate 	Shift Supervisors ECC Manager Assistant Chief of OPS	Ongoing
9b. Provide emotional support and wellness, and build team cohesion	<ul style="list-style-type: none"> • # of critical debriefs conducted for critical incidents 	Assistant Chief of OPS	Ongoing
9c. Document for accountability to improve policing practices and community relations	<ul style="list-style-type: none"> • # of documented improvement focal points 	Assistant Chief of OPS	Ongoing



**PRIORITY II:
CRIME PREVENTION
& TRAFFIC SAFETY**



Objective: 1

Actions: 24

II. Crime Prevention and Traffic Safety

BPD will work with community members to prevent and reduce crime and traffic crashes, respond adequately, lessen the fear of crime, and enhance the quality of life. All members of a community have a right to enjoy life, liberty, and happiness in a safe environment.

STRATEGIC OBJECTIVES

10. Incorporate plans for continuous improvement and resource allocation relative to crime prevention and traffic safety.

Key Activity	Metrics	Assigned To:	Target Completion:
10a. Develop a Crime Reduction Plan	<ul style="list-style-type: none"> • Create an Annual Plan • Revise Plan Annually 	Assistant Chief of Operations	Annually, by December 15th
10b. Develop an Annual Traffic Crash Reduction Plan	<ul style="list-style-type: none"> • Create an Annual Plan • Revise Plan Annually 	Assistant Chief of Operations	Annually by December 15th
10c. Develop and provide crime prevention and traffic safety classes	<ul style="list-style-type: none"> • # of classes given • # of attendees • # of press releases • # of social media posts 	Community Engagement Unit (CEU) & Public Information Officer (PIO)	Ongoing
10d. Use Intelligence-led policing strategies	<ul style="list-style-type: none"> • Daily 	Patrol Lieutenants & Investigative Commander	Ongoing
10e. Reduce Overall Crime	<ul style="list-style-type: none"> • By 5% 	Assistant Chief of Operations, CEU & Staff	Annually
10f. Reduce Violent Crime	<ul style="list-style-type: none"> • By 10% 	Assistant Chief of Operations & CEU	Annually
10g. Reduce Traffic Crash Rate	<ul style="list-style-type: none"> • By 5% 	Assistant Chief of Operations & CEU	Annually
10h. Expand Traffic Enforcement with a focus on Fatal 4 (Speeding, Distracted Driving, Seatbelt Usage, and Driving Under the Influence) Violations	<ul style="list-style-type: none"> • # of traffic stops • # of speeding violations • # of distracted driving violations • # of occupant restraint violations • # of other violations • # of DUI arrests • # of property damage crashes • # of injury crashes • # of fatal crashes 	Assistant Chief of Operations	Ongoing
10i. Focus on traffic safety through the 4Es (Education, Enforcement, Engineering and Emergency Medical Services)	<ul style="list-style-type: none"> • Increase traffic enforcement by 10% • # of traffic safety classes 	Assistant Chief of Operations & CEU	Annually Bi-monthly

	<ul style="list-style-type: none"> • # of EMS-related training • Meet with Bloomington Traffic Engineers 	Chief and Assistant Chiefs of Operations and OPS	
10j. Use the Crime Information and Analysis Unit/Real Time Crime and Information Center to support sworn officers	<ul style="list-style-type: none"> • # of requests • # of requests resulting in arrests/solvability 	Criminal Intelligence and Analysis Unit (CIAU)	Ongoing
10k. Use current and new technologies to deter, reduce, solve crimes	<ul style="list-style-type: none"> • Solvability Rates • Crime Rates 	Criminal Investigations Division (CID) Commander/CIAU	Ongoing
10l. Answer Emergency Communication Center calls for service	<ul style="list-style-type: none"> • Average less than 10 seconds • 90+% Compliance Rate 	ECC Manager	Ongoing
10m. Track time to dispatch PD/FD, and PD response times	<ul style="list-style-type: none"> • Average dispatch time • Average response times (PD) 	ECC Manager Assistant Chief of Operations	Ongoing
10n. Evaluate 9-1-1 and Text 9-1-1 usage	<ul style="list-style-type: none"> • # of 9-1-1 calls • # of 9-1-1 texts 	ECC Manager	Ongoing
10o. Strengthen interagency cooperation with local, state, and federal agencies	<ul style="list-style-type: none"> • # of collaborations • # of meetings held 	Executive Staff	Ongoing
10p. Evaluate the Community Service Officer (CSO) Program & determine expansion needs	<ul style="list-style-type: none"> • # of people served • # of sex offender registrations • # of reports taken • # of fingerprints taken • # of tow releases • # of times officers serve the public during off-hours/weekends • Determine cost-saving opportunities 	Assistant Chief of Administration	Ongoing
10q. Evaluate the Parking Enforcement Program	<ul style="list-style-type: none"> • # of citations issued • Expanded patrol areas 	Assistant Chief of Administration	Ongoing
10r. Maintain a list of City and external partners who could assist with crime prevention, domestic and sexual violence intervention, mental health matters, unhoused population, traffic safety, and educational efforts.	<ul style="list-style-type: none"> • BPD Portal 	CIAU, Assistant Chief of Administration	Ongoing
10s. Work with the downtown business district to increase safety and visibility	<ul style="list-style-type: none"> • # of directed patrols • # of downtown bar checks • # of downtown ordinance violations • # of overtime hours for patrol 	Assistant Chief of Operations Assistant Chief of Administration	Ongoing

	<ul style="list-style-type: none"> • # of liaison business contacts • Determine if a dedicated patrol officer needs to be assigned downtown 		
10t. Use the National Integrated Ballistics Information Network Systems (NIBIN)	<ul style="list-style-type: none"> • Input 100% of eligible recovered fired cartridges • Input 100% of cartridges from eligible seized guns • # of NIBN entries • # of correlations to other crimes • # of case solvency contributions 	<p>Crime Scene Investigators</p> <p>CID Commander</p>	<p>Within 3 business days</p> <p>Ongoing</p>
10u. Use Crime Prevention Through Environmental Design (CPTED)	<ul style="list-style-type: none"> • # of CPTED Requests handled 	<p>Assistant Chief of Operations</p> <p>CEU</p>	Ongoing
10v. Deploy Trailer Cameras to High Crime and Targeted Areas	<ul style="list-style-type: none"> • 80+% Deployment Rate • Rate effectiveness post deployment 	<p>Operations Division</p> <p>CIAU</p> <p>CEU</p>	Ongoing
10w. Public Safety Camera Program	<ul style="list-style-type: none"> • # of Public Safety Cameras deployed • # of case solvency outcomes • Maintain a 95+% optimal function rate • Annual assessment of effective placement 	<p>Assistant Chief of Administration</p> <p>CIAU</p>	Ongoing
10x. Automatic License Plate Readers (ALPRs)	<ul style="list-style-type: none"> • # of ALPRs deployed • # of case solvency outcomes • # of audits conducted 	CIAU	Ongoing



PRIORITY III:

PLANNING AND PROBLEM SOLVING



Bloomington Police Department
Community Planning for the
2025-2029 Strategic Plan
September 25, 2024
Gathering Your Ideas Today for Tomorrow



OBJECTIVES: 2

STRATEGIES: 13

III. Planning and Problem Solving

The BPD will use lean management principles to support continuous improvement, and best practice public safety strategies to identify root cause solutions, plan, and problem solve. This is a core function for improving the quality of life and working collaboratively to positively impact livability.

STRATEGIC OBJECTIVES

11. Planning and implementation strategies

Key Activity	METRICS	Assigned To:	Target Completion
11a. Senior management and project leads will receive lean management training	<ul style="list-style-type: none"> # trained 	Assistant Chief of OPS and Chief HR	End of 2025 Annually
11b. Continuously use process improvement strategies for Administration and operational planning	<ul style="list-style-type: none"> # of process improvement projects Annual budget savings realized # of hours saved 	Executive Staff	Ongoing Annually by FY
11c. Conduct workforce allocation studies to determine staffing needs	<ul style="list-style-type: none"> # of studies conducted Present study outcomes to City Executive Staff Use study to propose proper staffing levels 	Chief	FY 2026 FY 2028
11d. Identify, evaluate, and execute cost-saving solutions	<ul style="list-style-type: none"> Budget savings realized 	Executive Staff	On-going
11e. The BPD will use external surveys to identify public safety strengths and problems in the community	<ul style="list-style-type: none"> # of survey tools used # of survey responses # of improvements made Response rate increases 	Assistant Chief of Administration	On-going
11f. Explore and apply for public safety government and private grants to support Administrative and Operational efforts	<ul style="list-style-type: none"> # of government and private grants applications submitted Monies awarded/ budgetary savings realized # of programs funded 	Assistant Chief of Administration	On-going
11g. Robust data analysis to support external and internal management	<ul style="list-style-type: none"> Evaluate data value Leverage data for decision-making Expand data collection Ensure modern data harvesting techniques 	Executive Team	On-going

12. Problem-solving and research strategies.

Key Activity	METRICS	Assigned To:	Target Completion
12a. Evaluate patrol beat allocation and boundaries as needed for population growth, development, and annexations	<ul style="list-style-type: none"> # of evaluations conducted 	Chief Assistant Chief of Operations	Annually
12b. Substance Abuse (SA) and Mental Health (MH) Preparation and Response	<ul style="list-style-type: none"> # of Crisis Intervention Trained (CIT) Personnel # of SAMH-related CFS # of CNU Activations # of Illinois Community Emergency Services and Support Act (CESSA) implementation meetings # of referrals to mental health providers / resources Increase SAMH Response tracking capability CESSA Policy Changes Evaluate Co-Responder Model Evaluate MH Response 	Executive Staff	Ongoing
12c. Adopt the National Incident Management System (NIMS) and Incident Command System (ICS) for incident planning, response, mitigation, and recovery	<ul style="list-style-type: none"> # of qualifying incidents # of ICS 201 forms completed Create an All Hazards SOP Enhance current SOPs 	Assistant Chief of Operations Assistant Chief of OPS SWAT Commander Street Crimes Unit Commander	1st Quarter of 2025 Ongoing
12d. Ensure Special Weapons and Tactics (SWAT) Team Readiness	<ul style="list-style-type: none"> # of members # of trainings # of activations # of collaborations 	Assistant Chief of OPS Assistant Chief of Operations	Ongoing
12e. Ensure Crisis Negotiation Unit (CNU) Readiness	<ul style="list-style-type: none"> # of uses on patrol # of certified members # of trainings # of activations # of collaborations 	Assistant Chief of OPS Assistant Chief of Operations	Ongoing

12f. Ensure National Disaster and Crisis Response Readiness	<ul style="list-style-type: none"> • Maintain a Roster Response Document • Conduct Tabletops • Develop Response Guide 	Executive Staff ECC Manager	Ongoing
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**2024 City of Bloomington Proclamation
for
National Law Enforcement Appreciation Month**

**PRIORITY IV:
COMMUNITY ENGAGEMENT**



Strategic Objectives: 1

Actions: 15

IV. COMMUNITY ENGAGEMENT

BPD understands community engagement is essential for adequate public safety and promotes accountability, communication, collaboration, and trust, resulting in a safer, more resilient community and enhanced recruitment opportunities.

STRATEGIC OBJECTIVES

13. Application of a department-wide community engagement philosophy.

Key Activity	METRICS	Assigned To:	Target Completion
13a. Community engagement will remain a hallmark of community policing strategies	<ul style="list-style-type: none"> # of engagement events # of community members attending 	CEU Department-wide	Ongoing
13b. Community engagement will be a philosophy used by every employee	<ul style="list-style-type: none"> Messaging to Staff Training 	Chief CEU	Ongoing
13c. Community engagement in a variety of applications	<ul style="list-style-type: none"> # of followers on social media # of engagement posts 	PIO CEU	Ongoing
13d. Develop a community crime prevention assessment tool	<ul style="list-style-type: none"> Creation of a tool Share tool with public # of times used 	Chief CIAU CEU	3rd Quarter of 2025
13e. Use anonymous community crime reporting tools	<ul style="list-style-type: none"> # of tools used # of submissions # of cases impacted # of social media/press releases 	CIAU PIO CEU	Ongoing
13f. Evaluate if any law enforcement issue affect the legitimacy of the BPD	<ul style="list-style-type: none"> # of problematic incidents # of interest group engagements 	Executive Staff CEU CIAU	Ongoing
13g. Encourage BPD personnel to participate in community volunteer programs	<ul style="list-style-type: none"> # of volunteers # of volunteer events 	Assistant Chief of Administration City HR	Ongoing
13h. Plan and host community engagement events (Coffee with a Cop, Custard, and Ice Cream with a Cop, Special Olympics, Shop with Heros, places of worship events, et al.) throughout the City, encouraging participation by all BPD personnel	<ul style="list-style-type: none"> # of events # of attendees Survey feedback 	CEU Staff at Large	Ongoing
13i. Utilize a traffic equipment voucher program	<ul style="list-style-type: none"> # of vouchers issues # of participating vendors # of vouchers used 	CEU Patrol Officers	Ongoing

13j. Work with unhoused and mental health providers	<ul style="list-style-type: none"> • # of meetings attended • # of problems solved 	Executive Staff CEU	Ongoing
13k. Host a summer Youth Police Academy	<ul style="list-style-type: none"> • # of academies held • # of youth served • # of sponsors • Post event participant survey feedback • Post event parent survey feedback 	Assistant Chief of Operations School Resource Officers and Supervisor CEU	Annually Summer
13l. Host a Community Police Academy	<ul style="list-style-type: none"> • # of academies held • # of community members trained • # of topics presented • Post event survey feedback 	CEU	Annually Fall
13m. Assign Certified School Resource Officers to schools	<ul style="list-style-type: none"> • # of trained SROs • # of substitute SROs • # of Schools served • # of Students served • # of School Staff served • # of problems solved • Incident rate per 100 students 	Assistant Chief of Operations School Resource Officer Supervisor	Ongoing
13n. Encourage all BPD employees to engage in proactive problem-solving with members of the community to enhance public safety and problem-solving. Work units will identify problems in neighborhoods or at schools, places of worship, and businesses to create projects to resolve public safety problems	<ul style="list-style-type: none"> • # of Problem Oriented Policing Projects • # of projects completed 	Agency-wide	Ongoing
13o. Implement community risk reduction and safety enhancement training programs for public, community, church, and business groups	<ul style="list-style-type: none"> • # of educational programs developed • # of educational programs delivered • Measure crash and crime rate reductions • Post program survey results 	CEU	Ongoing

Priority V:

Transparency



- **TRANSPARENCY**

- Annual Reports
- CBAs
- Done Flights and Training
- Officer Complaints
- Ordinances
- Police Activity Map
- Police Reports
- Policies

+ **MAP AND STATISTICS**

Transparency

Print Feedback



ALPR Audit



Annual Reports



Drone Flights and Training



Officer Complaints

+ **MAP AND STATISTICS**

Policies

Drone Flights and Training

Officer Complaints

Strategic Objectives: 2

Actions: 31

V. Transparency

The BPD understands that transparency is critical to building trust and legitimacy in our community and internally with employees. Through transparency, BPD will work to increase communication, procedural justice, trust, and community relations.

STRATEGIC OBJECTIVES

14. Build trust and increase standards.

Key Activity	METRICS	Assigned To:	Target Completion
14a. Improve internal communication	<ul style="list-style-type: none"> # of Information Board Postings 	Executive Staff PIO	Ongoing
14b. Develop internal dash and informational boards to share important information timely	<ul style="list-style-type: none"> # of Dashboards created # of views 	Executive Staff	1st Quarter of 2025
14b. Develop user-friendly, public-facing dashboards	<ul style="list-style-type: none"> # of Dashboard created # of views 	Executive Staff PIO	3rd Quarter of 2025
14c. Use public dashboards to highlight department successes, work output, and essential statistics	<ul style="list-style-type: none"> # of posts 	Executive Staff PIO	1st Quarter Ongoing
14d. Use a variety of media to share BPD output	<ul style="list-style-type: none"> # of media outlets/types used 	Executive Staff PIO	Ongoing
14e. Executive staff will periodically attend roll calls on all shifts, specialized training, and unit meetings, and participate in ride-a-longs	<ul style="list-style-type: none"> Creation of a tracking mechanism # of roll calls attended # of specialty unit visits # of ride-a-longs # of specialized trainings attended 	Executive Staff	Ongoing
14f. Participate in all Public Safety and Community Relations Board (PSCR) meetings	<ul style="list-style-type: none"> Attend all meetings Attend Quarterly meetings # of updates provided 	Assistant Chief of OPS Executive Staff	Ongoing
14g. Participate in bi-monthly Minority and Police Partnership (MAPP) Meetings	<ul style="list-style-type: none"> Attend all bi-monthly meetings Provide BPD updates & standard reports 	Executive Staff	Ongoing
14h. Participate in monthly Special Commission for Safe Community Meetings	<ul style="list-style-type: none"> Attend all commission meetings Provide BPD updates & standard reports 	Assistant Chief of Administration	Ongoing
14i. Conduct routine assessments of the BPD's public-facing police website to ensure information is user-friendly, updated and available to the public	<ul style="list-style-type: none"> # of assessments completed # of audits completed 	Assistant Chief of Administration	Ongoing

14j. Use media outlets to increase external communication	<ul style="list-style-type: none"> # of media interviews # of press releases 	Executive Staff PIO	Ongoing
14k. Use social media to inform and educate the public about crime trends and significant incidents and to share positive stories	<ul style="list-style-type: none"> # of crime-related social media posts # of good story social media posts 	PIO	Ongoing
14l. Illinois Law Enforcement Accreditation (ILEAP) Program Accreditation	<ul style="list-style-type: none"> Maintain accreditation 	Assistant Chief of OPS Accreditation Manager	Every 3 years Ongoing
14m. ILEAP Tier II Accreditation	<ul style="list-style-type: none"> Apply for Tier II (181 standards) Assessment Completed 	Assistant Chief of OPS Accreditation Manager	End of Year 2025 2nd Quarter of 2026
14n. Emergency EMS, Fire, and Police Center of Excellence Accreditation	<ul style="list-style-type: none"> Maintain accreditation 	ECC Manager	Annual
14o. Annual Report	<ul style="list-style-type: none"> # of reports published 	Executive Staff CIAU	1st quarter of following year

15. The BPD will increase trust and transparency with public-facing dashboards of Department activity.

Key Activity	METRICS	Assigned To:	Target Completion
15a. Share traffic violation maps	<ul style="list-style-type: none"> Monthly 	CIAU PIO	FY'26 2nd week of following month
15b. Share traffic crash data	<ul style="list-style-type: none"> Monthly 	CIAU PIO	2nd week of following month
15c. Share arrest data	<ul style="list-style-type: none"> Monthly 	CIAU PIO	2nd week of following month
15d. Share ticket and written warning data	<ul style="list-style-type: none"> Monthly 	CIAU PIO	2nd week of following month
15e. Share monthly ALPR data	<ul style="list-style-type: none"> Monthly 	CIAU PIO	2nd week of following month
15f. Share Drone Deployment data	<ul style="list-style-type: none"> Monthly 	CIAU PIO	2nd week of following month
15g. Share Employee Complaint & Outcome data	<ul style="list-style-type: none"> Monthly 	CIAU PIO	2nd week of following month
15h. Share community survey results	<ul style="list-style-type: none"> Monthly 	CIAU PIO	2nd week of following month
15i. Homicide Clearance Rates	<ul style="list-style-type: none"> Monthly 	CIAU PIO	2nd week of following month
15j. Shooting incident Clearance Rates	<ul style="list-style-type: none"> Monthly 	CIAU PIO	2nd week of following month

15k. Violent Crime Clearance Rates	<ul style="list-style-type: none"> Monthly 	CIAU PIO	2nd week of following month
15l. Robbery Clearance Rates	<ul style="list-style-type: none"> Real time 	CIAU PIO	2nd week of following month
15m. # of illegally possessed/crime guns seized	<ul style="list-style-type: none"> Monthly 	CIAU PIO	2nd week of following month
15n. # of shootings	<ul style="list-style-type: none"> Real time 	CIAU PIO	2nd week of following month
15o. Share Use of Force Data	<ul style="list-style-type: none"> Monthly 	CIAU PIO Assistant Chief of OPS	FY'26 2nd week of following month

The Purpose of Police:

To protect the vulnerable from harm.



The Curve, 2025

PRIORITY VI:

Enhance Infrastructure



Objectives: 2

Actions: 16

VI. ENHANCE INFRASTRUCTURE

The BPD's reliance on infrastructure is critical for public safety operations. Infrastructure includes physical facilities, technology, and equipment. The BPD will enhance its facilities to accommodate innovative and modern policing, employee wellness, employee safety, employee retention, and service efficiency.

STRATEGIC OBJECTIVES

16. Assess facilities and invest in infrastructure improvements.

Key Activity	Metrics	Assigned To:	Target Completion
16a. Assess and identify physical structure needs	<ul style="list-style-type: none"> List needs # of needs identified 	Executive Staff	Ongoing
16b. Design building enhancements to increase safety, inclusion and wellness	<ul style="list-style-type: none"> Identify grants Identify vendor Survey staff 	Executive Staff Assistant Chief of Administration	FY 2026
16c. Identify funding needs and sources	<ul style="list-style-type: none"> Identify Funding Sources Allocated Funding 	Executive Staff City Executive Staff	FY 2026
16d. Upgrade/construct a facility to meet operational needs	<ul style="list-style-type: none"> # of upgrades completed # of construction projects approved 	Executive Staff City Executive Staff	FY 2027-FY2028
16e. Contribute to a five-year Capital Improvement Plan	<ul style="list-style-type: none"> Annual Budget submissions 	Executive Staff	Annually

17. The BPD will provide forward-leaning technology, equipment, and tools to increase its capabilities to deter, prevent, and solve crime.

Key Activity	Metrics	Assigned To:	Target Completion
17a. Provide state of the art technology, equipment, and tools to increase capabilities to deter, prevent, and solve crime	<ul style="list-style-type: none"> # of new technologies procured # of new equipment procured # crimes solved using technology 	Executive Staff CIAU	Ongoing
17b. Use technology to monitor crime and traffic data	<ul style="list-style-type: none"> # of databases used # of reports produced 	Executive Staff CIAU	Ongoing
17c. Ensure equipment, including less-than-lethal options and vehicles, are adequate for BPD personnel and operational needs	<ul style="list-style-type: none"> # of evaluations of new tools # used by staff Positive survey responses 	Executive Staff	Ongoing

17d. Maintain state of the art crime laboratory technology	<ul style="list-style-type: none"> • # of items recommended • # of items procured 	Executive Staff CID Commander CSIs	Ongoing
17e. Continue to explore Emergency Communication Center and related next-generation 9-1-1 improvements	<ul style="list-style-type: none"> • # of needed improvements identified • # of improvements realized • Research collaboration opportunities 	ECC Commander	Ongoing
17f. BPD Continuity of Operations Plan (COOP)	<ul style="list-style-type: none"> • Create a COOP and related SOP • Updates 	Assistant Chief of Administration Executive Staff	3rd Quarter of 2025 Annual Updates
17g. Employ technology advancements to increase employee and public safety, improve customer service, as well as explore cost-sharing options with other public safety agencies	<ul style="list-style-type: none"> • # of advancements identified • # of advancements actioned • # of procurements • # of new/enhanced trainings • Cost sharing advancement efficiencies and amounts 	Executive Staff	Ongoing
17h. Research and pilot the latest technology and state-of-the-art equipment which would increase public safety efficiencies, as well as explore cost-sharing with other public safety agencies	<ul style="list-style-type: none"> • # of potential efficiencies identified • # of efficiencies actioned • # of procurements • Cost sharing efficiencies and amounts 	Assistant Chief of Administration	Ongoing
17i. Assess and evaluate aging and outdated equipment and technology	<ul style="list-style-type: none"> • # of cost saving outcomes • Amount of cost savings realized 	Assistant Chief of Administration	Ongoing
17j. Determine opportunities to be more eco-friendly	<ul style="list-style-type: none"> • # of eco-friendly changes identified • # of changes actioned • Estimated cost savings 	Assistant Chief of Administration	Ongoing
17k. Feasibility study to renovate the BPD Range and Training Facility	<ul style="list-style-type: none"> • Conduct a study • Determine any environmental concerns 	Assistant Chiefs of Administration and OPS	FY 2026
17l. Upgrade BPD Range and Training Facility and Identify Cost Saving Options	<ul style="list-style-type: none"> • Report needed upgrades • # of upgrades actioned • Determine estimated funding needed 	Assistant Chiefs of Administration and OPS Executive Staff	FY 2027

	<ul style="list-style-type: none"> • Identify grants • Identify funding source • Conduct a cost sharing analysis 		
17m. Identify Records Management System Needs, including agency-sharing opportunities	<ul style="list-style-type: none"> • Determine needs • Determine estimated cost for sharing vs. purchasing for BPD • Work with partners to ensure criminal justice security compliance 	Assistant Chief of Administration	Ongoing



APPENDIX

Community Leaders SWOT Exercise Results

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Benefits • Collaboration with community members • Community engagement • Community outreach • Community partnership • Economic • Education • Education of community • Equipment provided • Leading organization • Mutual respect • Opportunities • Pay • Regional leadership • Respect in the community • Response times for staffing size • School Resource Officers • Technology/info led • Transparency • Visibility 	<ul style="list-style-type: none"> • Changing community/increasing diversity • Changing leadership • Diversity in force • Guns/youth • Lack of funding and staffing • Motor vehicle accidents • Officer burnout/retention • Outbound communication • Perception/diversity • Response to juvenile crime/court system • Technology • Traffic enforcement
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Bloomington & Normal local agencies sharing data • Community engagement • Leadership vision • Outbound information(program information) • Partnerships • Proactive (mental health) • Professionalism perception • Social Media posting- get correct information to public • Spends funds (mental health) • Staffing and response times • Success build success • Transparency (work towards- Why did something happen?) • Youth programs 	<ul style="list-style-type: none"> • Access to guns • Budget • Calls for service (motor vehicle accidents increased) • Decisions based on perception not fact • Defund the police • Lack of community resources for mental health • Legislative change (Safe-T Act) • Mental Health (suicide) • Naïve (Schools, Riots, National News) • National News • Officer involved shootings • Public Perception • Shootings (access, Pandemic, Guns) • Staffing/recruitment

BPD Internal SWOT Exercise Results

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Attentiveness to smaller crime=deterance for significant crimes • Benefits • Big improvements • Coaching to enhance performance • Collaboration with Sheriff's Office • Collaboraton with Community Members • Empowerment of supervisors • Executive staff moving department in the right direction • Good training offerings • Great pay • High standards and expectations • In-House IT professional • In-house training for new hires • Input/feedback from all levels • Investment in the right technology • Opportunities for advancement/specialized assignments • Premier LE Agency in Central IL • Professional and progressive Department • Regional leadership • School Resource Officers • Solid Teamwork on shifts • Support of City Council • Support of Community • Talented personnel • Transparency/Communication between ranks 	<ul style="list-style-type: none"> • 8-hour shifts • Commuication of Mission/By Admin • Defensive Tactics Revamp • Diminished Vice Unit • Disconnect on Plans/Direction/Inconsistency • Disparity • Employee burnout • Fleet size • Gymnasium • Internal narcotics unit • K-9 availability • Lack of Diversity • Lack of in-person training • Lack of Spanish speaking officers • Little intererest in volunteerism • Locker Room • Low staffing vs. deman • No on-duty workout option • No Volunteer day compensation • Organizational Chart Structure • Overspecialization • Police Headquarter adequacy/Lack of Space for growth • Poor Leadership • Poor Leadership • Range and Physical Skill training time • Sergeants with too many additional responsibilities • Slow decision-making processes • Supervisory accountabilty • Too many e-mails • Too many forms • Too many officer injuries • Too much technology • Traffic enforcement • Young officers
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Build relationships with businesses • Community education and engagement with external groups • Community engagement • Community Police Academy • Data Sharing • Eastside Patrol Enhancement • Educating the public about emerging technologies • Enhanced transparency • Interagency collaboration and training • Leadership vision • Leverage other city departments more • More collaborations • More grant oppourtunities • More mentorship • Technology • Youth Programs 	<ul style="list-style-type: none"> • Bad cops ruining BPD's reputation • Building security • City Council • Community Support • Cyber crimes • Decisions based on perception not fact • Defunding the police • Hospital Relationships • Inadequate/reduced funding • Lack of community resources for mental health issues • Lack of understanding of BPD by public • More guns on the street/access to guns • Motor Vehicle crash levels • Non-supportive LE groups • Officer Involved Shootings • Political divisions • Public perception • SAFE-T Act/lack of criminal prosecution • Unhoused Population



Adoption of Shared Principles by Bloomington Police Department

WHEREAS, on March 22, 2018, the NAACP Illinois State Conference and the Illinois Association of Chiefs of Police agreed to 10 Shared Principles designed to build trust between law enforcement and communities of color, and

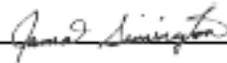
WHEREAS, the two statewide associations vowed "by mutual affirmation to work together and stand together in our communities and at the state level to implement these values and principles, and to replace mistrust with mutual trust wherever, whenever, and however we can."

NOW BE IT THEREFORE RESOLVED that the Bloomington, Illinois, Police Department adopts these same Ten Shared Principles as their own, and thereby adds its name to the historic agreement between the Illinois NAACP and the ILACP. These are the Ten Shared Principles:

1. We value the life of every person and consider life to be the highest value.
2. All persons should be treated with dignity and respect. This is another foundational value.
3. We reject discrimination toward any person that is based on race, ethnicity, religion, color, nationality, immigrant status, sexual orientation, gender, disability, or familial status.
4. We endorse the six pillars in the report of the President's Task Force on 21st Century Policing. The first pillar is to build and rebuild trust through procedural justice, transparency, accountability, and honest recognition of past and present obstacles.
5. We endorse the four pillars of procedural justice, which are fairness, voice (i.e., an opportunity for citizens and police to believe they are heard), transparency, and impartiality.
6. We endorse the values inherent in community policing, which includes community partnerships involving law enforcement, engagement of police officers with residents outside of interaction specific to enforcement of laws, and problem-solving that is collaborative, not one-sided.
7. We believe that developing strong ongoing relationships between law enforcement and communities of color at the leadership level and street level will be the keys to diminishing and eliminating racial tension.
8. We believe that law enforcement and community leaders have a mutual responsibility to encourage all citizens to gain a better understanding and knowledge of the law to assist them in their interactions with law enforcement officers.
9. We support diversity in police departments and in the law enforcement profession. Law enforcement and communities have a mutual responsibility and should work together to make a concerted effort to recruit diverse police departments.
10. We believe de-escalation training should be required to ensure the safety of community members and officers. We endorse using de-escalation tactics to reduce the potential for confrontations that endanger law enforcement officers and community members; and the principle that human life should be taken only as a last resort.

March 7, 2023

Date


Jamal Simington, Chief of Police

Please reach out with any questions, comments, or concerns by emailing Police@cityblm.org. Your input is valued and appreciated as we strive to enhance livability through servant leadership, strong partnerships, and continuous innovation.

